

**REPLY BY THE PRESIDENT OF
THE COMMITTEE FOR HOME AFFAIRS
TO QUESTIONS ASKED PURSUANT TO RULE 14 OF THE
RULES OF PROCEDURE BY DEPUTY A GABRIEL**

“In July 2021 Deputy Prow gave a Committee update to the States of Deliberation, an extract follows:

“It is essential that in resourcing strategic priorities we do not overlook the operational responsibilities of government, continuous investment in core services is essential to ensure that they remain fit for purpose and meet the needs and expectations of our community. This is particularly important in those areas identified by external reviews as in need of improvement; whether that is in relation to IT, the operation of CCTV, supporting vulnerable groups or how we rehabilitate offenders. The Committee is reassured that P&R have acknowledged the need to invest in key operational functions.”

He went on to say that:

“Keeping the Island Safe and Secure has been recognised as one of the key themes of the Government Work Plan.”

With this mind I would like to ask the following questions under Rule 14 to the Committee for Home Affairs.

QUESTION 1:

In 2021 the Bailiwick Law Enforcement undertook an exercise to determine the number of officers required to maintain a level of service delivery commensurate with maintaining and promoting a safe, stable and equitable society. The current number of police officers to deliver a ‘frontline operating model’ (FOM) as determined by that strategic review and assessment held in 2021 is 150, revised from the 1997 established staff figure of 177. What is the current number of staff, available to fulfil the full mandate of Committee for Home Affairs staff in relation to Bailiwick Law Enforcement?

ANSWER:

As of the 24th March 2022, the number of staff available to fulfil the mandate of the Committee for Home Affairs in relation to Bailiwick Law Enforcement (BLE) was 291.

This figure includes 82 Guernsey Border Agency staff, of which 52 are warranted officers.

There are 209 Police staff, of which 136 are warranted Police officers, in addition there are currently 7 student officers.

These figures do not include bank staff or Special Constable volunteers.

In 2021 Guernsey Police undertook an exercise to determine its ‘frontline operating model’ – essentially the number of warranted police officers required to maintain the current level

of service delivery. This exercise concluded that 150 warranted police officers were required to deliver the frontline operating model.

QUESTION 2:

Of that number, how many are seconded from other forces, including the Civil Nuclear Constabulary.

ANSWER:

10 of the warranted Police Officers referred to in question 1 are seconded from other forces.

QUESTION 3:

In 2021 Bailiwick Law Enforcement issued a media release which stated “*With the current staff levels (136 police officers employed as of 22/09/2021), it is not possible to both maintain required staff levels operationally and still fulfil these training needs.*” It was subsequently agreed to second officers to BLE on a temporary basis for two, 3-month periods. The second period expires on 31st March 2022. What are the further plans to increase the force to the agreed minimum amount of 150 set in the Frontline Operating Model?

ANSWER:

Short-term secondments at the end of 2021 and into 2022 were used to accommodate critical training needs. This has been successfully achieved.

A number of highly visible recruitment campaigns both on and off island have taken place, a competitive labour market has meant it continues to prove difficult to recruit, efforts are ongoing. The challenges in recruiting Police Officers are replicated nationally.

As a further short-term measure, a request was made to secure five secondees to cover the period between 2nd May 2022 – 30th September 2022.

QUESTION 4:

If the current number of officers is below that of the Frontline Operating Model, what are the consequences of operating below that number, if none, is the FOM correct or fit for purpose?

ANSWER:

As noted above the ‘frontline operating model’ determines the number of officers required to maintain the current level of service delivery and is an effective way to match resources to the demand for services.

Resources are deployed in line with risk and threat and there is no risk to public safety due to the current number of officers. This resource prioritisation continues, and the reallocation of duties will be made where required.

Independent inspections indicate that the Force is covering its responsibilities, however this could not be maintained without careful management of available resources, this means an organisation that constantly reviews its performance in-line with an agreed model, not an arbitrary staff level.

QUESTION 5:

What is total budgetary cost for 2021 of employing these seconded officers, and any overtime payments and “acting up” pay to locally based staff to maintain an acceptable level of service

ANSWER:

Costs incurred to date relating to the seconded officers are as follows:
(it should be noted that Guernsey Police have not yet been invoiced for three of the officers, so further salary costs will be incurred):

Salary Costs	£31,424
Travel	£3,688
Accommodation	£13,544
Other Items	£359
TOTAL	£49,015

In 2021 BLE had an underspend in salaries of approximately £840,000 as a result of vacancies.

Total Police Overtime	£510,789
Acting up pay / Additional Responsibility	£23,814

The effective use of overtime can be a very efficient means of delivering a service, to avoid general over-staffing to cover for unanticipated peaks of demand, to which policing is frequently subjected, due to the unpredictable nature of the work. Regardless of staffing levels, there will always remain a need to deploy overtime as a tool to efficiently manage this varying demand.

Acting up and additional responsibility provides a good development opportunity for staff to work at a higher level as part of their development programme.

QUESTION 6:

What has been the BLE staff turnover (officers leaving employment) from 1st Jan 2018 – 31st Dec 2021.

ANSWER:

Leavers 2018 -2021

The following table lists all BLE warranted officers who left between 2018 and 2021:

	2018	2019	2020	2021
GBA Officers	9	8	4	9
Police Officers	11	13	19	18

QUESTION 7:

How does this turnover of staff compare with other jurisdictions of a similar nature?

ANSWER:

Data relating to other organisations in the world is not held.

The salary scales, terms and conditions, pension arrangements, organisational structures, employment opportunities, of other jurisdictions are all different, and therefore meaningful comparison of staff turnover is very difficult, without detailed research.

QUESTION 8:

In the last four calendar years how many newly recruited BLE officers have passed their two year probation period?

ANSWER:

The two-year probation period applies to warranted Police Officers. The following table details the number of warranted Police Officers who passed their two-year probation periods in the last four years:

Year	Number of Police Officers who passed their two-year probation period
2018	4
2019	6
2020	9
2021	0

During this period, some warranted officers joined Guernsey Police from UK Forces, and as such were not required to pass the two-year probationary period as they joined the Force fully trained and accredited.