

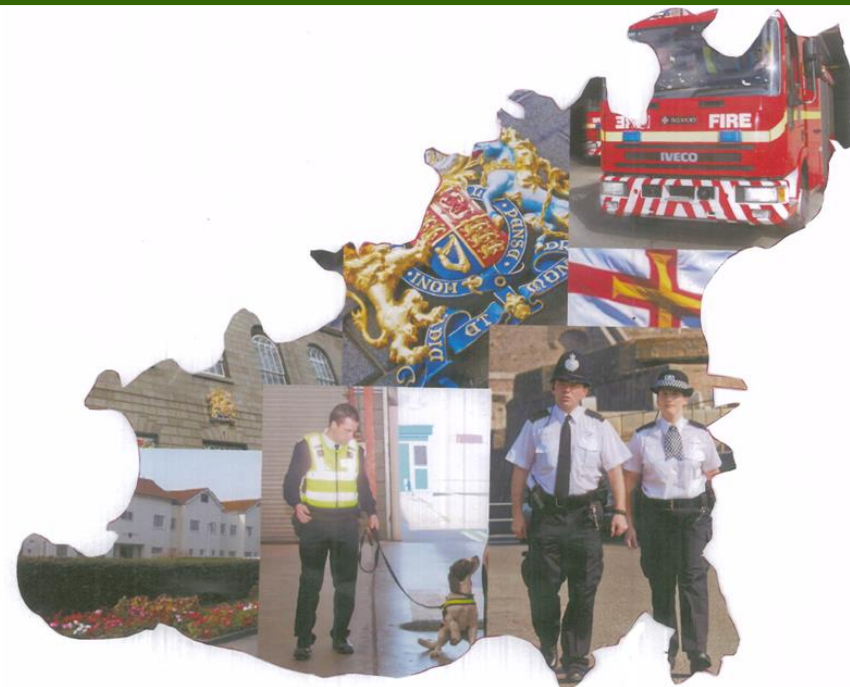


HOME

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

Delivery Plan 2015-2018

Deputy Peter Gillson, Minister
Deputy Francis Quin, Deputy Minister
Deputy Mary Lowe
Deputy Arrun Wilkie
Deputy Matt Fallaize
Mr Andrew Ozanne, Non-States Member



Using all available resources to build and protect a safe and just society in which people of the Bailiwick can live and work

CONTENTS

	Page
Minister's Foreword	2
Chief Officer's Introduction	3
Mandate	4
Structure of the Home Department	5
Department Delivery Areas 2015-2018	6
"Service Guernsey"	6
Core Business Objectives	7
Priorities 2015	8
Priorities 2016	11
Priorities 2017-2018	12
Department Resources	
Finance	13
Human Resources	13

MINISTER'S FOREWORD



The Home Department objective continues to be the provision of services designed to ensure that we have a safe and secure society, and the full mandate is detailed on page 4. The Home Department Board believes that the Department is delivering its mandate whilst noting that the pressures and challenges ahead should not be underestimated.

The changes to the world economy during the last few years resulted in the States as a whole adopting and progressing the Financial Transformation Programme which has successfully reduced the total States Revenue expenditure. This process has put considerable pressure on already busy staff and the hard work and commitment of all staff who enabled this Department to achieve savings, much greater than the original FTP target, for the Department cannot be overstated. On behalf of the Board I take this opportunity to thank all of the staff for their past, and continued commitment.

Looking forward, the wider economic situation remains difficult resulting in the States necessitating the continuation of tight financial controls. It is correct that we do this but the resultant financial pressures we face must not be underestimated. Whilst our ability to provide “business as normal” has not been compromised, we have to be realistic in acknowledging that there is little flexibility to provide new or enhanced services outside of the priorities detailed in this document without a compensating change in priorities. On a more positive note, we believe that the priorities detailed within this document are achievable as well as maintaining our core operational responsibilities.

On a personal note, I would like to thank all of the Board and staff who welcomed and supported me, making the period since I joined the Board last March such a pleasure and a privilege, and I look forward to facing the challenges together.

A handwritten signature in black ink, appearing to read 'Peter L Gillson', written in a cursive style.

Deputy Peter L Gillson
Minister

CHIEF OFFICER'S INTRODUCTION

The Department would not be able to achieve what it does without the hard work and professionalism of its personnel whom I would like to formally thank and recognise. I am also extremely grateful to the many Islanders who freely give up their time and provide professional expertise as volunteers in support of our aims.

Our mission is to build and protect a safe and just society in which people of the Bailiwick can live and work. This mission translates into a broad range of mandated responsibilities, from maintenance of the Electoral Roll to the management of offenders and the development, testing and maintenance of emergency response plans, to name only a few. Our success in achieving our mission is dependent upon prudent management of the resources available to us, cross-agency cooperation and collaboration, engagement and dialogue with our customers.

With this in mind, I reflect on only some of our many achievements in 2014. The roll-out of a new Joint Emergency Services Control Centre from October 2014 enhances the efficiency of call-handling and the coordination of responses across the Blue Light Services. Following inspection by Her Majesty's Inspectorate of Prisons, Guernsey Prison was identified as a "powerful reminder of how good a small prison can be," and an internal audit acknowledged the Guernsey Probation Service's high-standards of service-delivery. In a move that promotes greater access to and better facilities for its customers, the Safeguarder Service has been relocated to new offices within the Guernsey Information Centre. Great feedback has been received from those who have benefited from the publication of a Guide to the Criminal Justice System for Victims & Witnesses which was but one output from the Criminal Justice Strategy involving stakeholders from the entire criminal justice system. A considerable amount of work has also been undertaken to develop new Drug & Alcohol and Domestic Abuse Strategies which will be brought forward in 2015. During the course of 2013 and 2014 a number of different projects aimed at rationalising and improving service delivery within Law Enforcement realised further recurring and significant efficiencies that exceeded £800,000. Outside of our service-development plans, I would also like to

acknowledge the commitment and untiring professionalism of all Home Operational Services and volunteers who assisted in the response and work to recovery from the widespread flooding and storms the Island experienced in 2014.

In 2014, the Chief Minister entered into a "Social Compact" between the States of Guernsey and the Association of Guernsey Charities which aims to help charities and government work better together. The Department looks forward to developing existing and establishing new partnerships with the third sector in the future.

Whilst the Financial Transformation Programme came to a close in 2014, our commitment to financial prudence and value for money continues to inform every decision we make as a Department. We strive for continuous improvement to constantly evolve our services and working practices to better meet our customers' changing needs. The Department's staff are keen to play a full part in supporting the Chief Executive's vision for "Service Guernsey", which seeks to provide increased customer and people focus whilst encouraging greater innovation, performance, value for money and the use of smart technology.

2015 and beyond will bring its own challenges but also many opportunities to further improve our services as other major projects are taken forward by the Department and the review of Government is considered by the States of Deliberation. In discharging its responsibilities, and in approaching future developments within the public sector, Department staff will continue to work to the best of their ability for our customers and in keeping with the Department's values of *Quality, Integrity, Professionalism, Efficiency* and *Innovation*.

In starting my first full year as Chief Officer of the Home Department I would like to thank members of its political Board and all its staff for their warm welcome and support since I took up position in 2014. I look forward to continuing to work with a dedicated group of professionals who are committed to make a positive difference within the community we proudly serve.

Mark de Garis, Chief Officer (January 2015)

MANDATE

a) To advise the States on matters relating to:

- Criminal Justice Policy¹;
- Broadcasting Services within the Bailiwick (excluding the broadcasting of the proceedings of the States of Deliberation and States of Election);
- The policy towards and regulation of all forms of gambling in the Island;

and to be responsible for: -

- i. The Island Police Force and the effective and efficient policing of the Bailiwick of Guernsey;
- ii. The provision of an effective and efficient Customs and Immigration Service;
- iii. The provision of an effective and efficient Financial Intelligence Unit;
- iv. The administration of immigration and nationality controls over foreign nationals and the issuance of British passports;
- v. The administration of controls over the import and export of goods and the collection of all import and excise duties;
- vi. The Prison Service and the effective and efficient control and administration of the States Prison;
- vii. The provisions of community based sentencing options including the Community Service Scheme;
- viii. The States Probation Service and the provision of effective and efficient services to the Courts and others;
- ix. The Fire Brigade and the provision of effective and efficient services for fire fighting, fire safety, rescue and salvage in the Islands of Guernsey and Herm;
- x. The development, testing and maintenance of emergency response plans;

- xi. The Electoral Roll;
- xii. The provision of administrative services to the Department's panels and committees including the Parole Review Committee, Police Complaints Commission, Independent Custody Visitors, Independent Monitoring Panel and Appropriate Adult Scheme;
- xiii. Liaison with the Data Protection Office;
- xiv. The Safeguarder Service and the provision of effective and efficient services to the Courts and others;
- xv. The provision of an effective and efficient criminal records check service for employers.

b) To contribute to the achievement of strategic and corporate objectives, both departmentally and as part of the wider States organization, by:

- i. developing and implementing policies and legislation, as approved by the States, for the provision of services in accordance with this mandate; and
- ii. actively supporting and participating in cross-departmental working as part of the States Strategic Plan process and ensuring that public resources are used to best advantage, through co-operative and flexible working practices.

c) To exercise the powers and duties conferred on it by extant legislation.

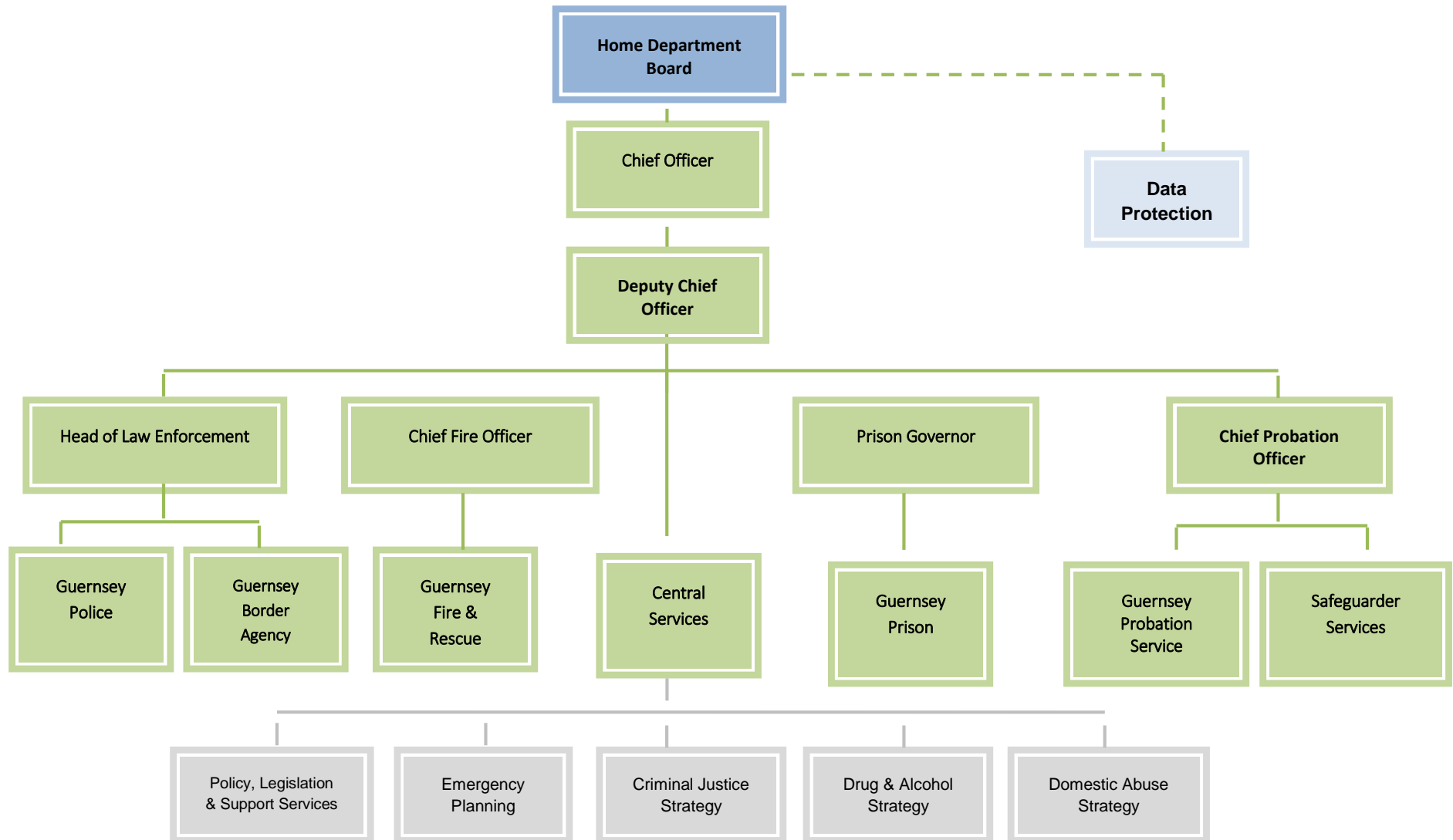
d) To exercise the powers and duties conferred on it by extant States resolutions, including all those resolutions, or parts of resolutions, which relate to matters for the time being within the mandate of the Home Department and which conferred functions upon the former: -

- Advisory and Finance Committee
- Board of Administration
- Broadcasting Committee
- Committee for Home Affairs
- Gambling Control Committee
- Probation Service Committee.

(e) To be accountable to the States for the management and safeguarding of public funds and other resources entrusted to the Department.

¹ Developed and reviewed in consultation with the Courts, Law Officers and other interested parties.

STRUCTURE OF THE HOME DEPARTMENT



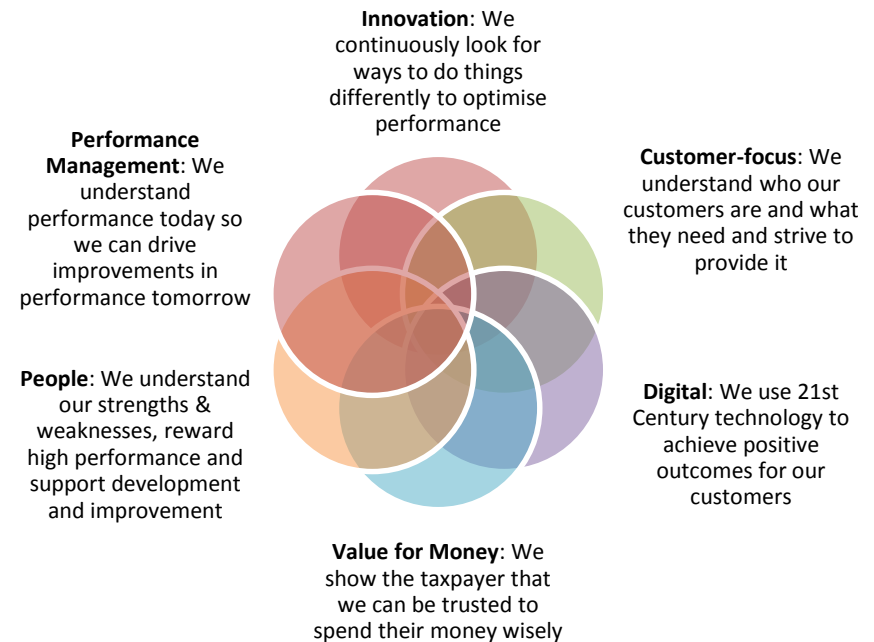
DEPARTMENT DELIVERY AREAS 2015 - 2018

The Home Department supports the delivery of services and objectives against a number of different areas. The following sets out the key delivery areas within which the Department will be working for the period 2015-2018.



“SERVICE GUERNSEY”

Delivery of Department services and objectives in order to meet our community’s needs necessitates joint-working with colleagues across the States of Guernsey as a whole. In order to collectively build and maintain the best public service that we possibly can, and work as a single States of Guernsey team delivering customer-focused services, Home Department staff fully support the Chief Executive’s development of corporate values, namely **teamwork, accountability, professionalism, customer-service** and **empowerment**. At staff-level, embedded within our approach to our professional responsibilities is therefore also a commitment to the following themes to support our mission to truly *serve Guernsey*:




CORE BUSINESS OBJECTIVES







As a department comprising several different constituent services, we have agreed that there are some core objectives that, across all Services, we must take mutual note of and aspire to achieve. These core objectives are set by the Home Department Board and are shown below, along with the States Strategic Plan objectives, themes or directives to which they align. Alignment has been scripted on the basis of 'best-fit' and the Department is presently developing appropriate key performance targets to underpin each of these Core Business Objectives.



Home Department Business Objectives	Set by	Aligned to States Strategic Objectives/Themes/Directives
Financial Management Manage all financial resources effectively and appropriately.	Home Department Board	Fiscal & Economic Plan: Appropriate size of the government and sustainable long-term finances and programmes
Human Resources Management Manage all human resources effectively and appropriately.	Home Department Board	Fiscal & Economic Plan: Skilled, sustainable and competitive workforce
Management of Reputation Manage our contribution to the States of Guernsey's reputation as a responsive and efficient organisation which promotes good public administration, clear communication and service-improvement.	Home Department Board	Principles of Good Governance
Health & Safety Ensure that the Department remains a safe place in which to work and that relevant health and safety legislation is complied with.	Home Department Board	States of Guernsey Health & Safety Directive
Energy Efficiency Operate energy efficient sites.	Home Department Board	Environmental Plan: Carbon footprint and energy consumption reduction





PRIORITIES 2015 - 2018

The Department has set out below its political priorities for achievement in the period 2015 – 2018 together with an acknowledgement of the delivery area out of which they arise. These priorities sit alongside delivery of the Department's mandated responsibilities. For further detail of initiatives planned by the Department's Operational Services, please see their respective Delivery Plans published to the States of Guernsey website in 2015 Quarter 1.

2015			
Delivery Area	2015 Target	Resolution	Description
Home Operational Services Transformation Programme	Restructuring of Law Enforcement	-	Continuation of a programme of reorganisation and restructure of law enforcement delivery across Guernsey Police and the Guernsey Border Agency in order to rationalise existing services into a coordinated and shared working structure.
	Joint Emergency Services Control Centre	-	Completion of project to bring the command and control functions of Guernsey Police, Guernsey Fire & Rescue Service and St John Ambulance & Rescue Service and also the call-handling aspect of Guernsey Coastguard into the single Control Centre, bringing opportunities for interoperability of all Emergency Services and the transformation of service-delivery through joint-working and use of mobile technologies.
	Law Enforcement IT Infrastructure	 Billet D'État XXIV 2009	Continuation of a programme of work to replace Guernsey Police's existing central IT software to support greater operational efficiencies and to expand its usage across Guernsey law enforcement.
Criminal Justice Strategy	Detention of Young People	-	Work alongside Criminal Justice Strategy stakeholders and others to develop an appropriate long-term solution for the detention of children either pre or post sentence by both Guernsey Prison and Law Enforcement agencies, and to amend relevant legislation where necessary. To also continue to review and implement measures to ensure that Guernsey Prison is a suitable place to detain children in the extreme case that under-18s are sentenced to custody by the Courts in the short to medium term. Work will also be undertaken to determine the best way to deal with under-18s who are remanded in custody.

	Prison Security Upgrade	 Billet D'État XVI 2014	Pending approval of relevant business cases by the States of Deliberation, initiate work to build a secondary perimeter fence to enhance Guernsey Prison's physical security to comply with specifications to hold Category B prisoners.
	Sex Offenders Legislation	 Billet D'État XIII 2011	Implementation of new legislation to establish a range of Civil Preventative Orders to restrict the activities of any person who displays a risk of sexually exploiting children or vulnerable adults; to introduce notification requirements in order to support information-sharing about known sexual offenders amongst agencies and across jurisdictions; and to establish existing Multi Agency Public Protection Arrangements ("MAPPA") on a statutory basis to formalise procedures for the management of violent and sexual offenders.
	Review of Parole Legislation	 Billet D'État IV 2005	Implementation of new legislation to move eligibility for early release from Prison from one third of the way through sentence to the halfway point of the sentence and to provide statutory guidance support the Parole Review Committee in discharging its functions.
	Crime & Justice Survey 2015	-	Launch of the Crime & Justice Survey 2015 to provide Islanders with the opportunity to feedback their experiences and opinions on a range of crime and justice-related issues and services within the Bailiwick.
	CCTV Replacement	 Billet D'État XVI 2014	Complete and submit relevant business cases for approval by the States of Deliberation in order to progress replacement works.
Mandate	Review of Police Complaints Legislation	-	Complete the review of the Police Complaints (Guernsey) Law, 2008 as part of good practice following the Law's enactment in 2011.
	Firearms Legislation	 Billet D'État XVIII 2006	Enact amendments to existing legislation governing the administration and licensing of firearms to improve health and safety on shooting ranges.
	Vehicle Exhausts Noise	 Requête Billet D'État XXVI 2007	Progress joint-working arrangements with the Environment Department to control the noise from motor vehicles, particularly motor cycles, due to the use of non-standard exhaust systems or by the user altering an exhaust system.

Drug & Alcohol Strategy	Implement High Risk Drink Drivers Scheme	 Billet D'État I 2014	Implement a scheme by which to deal with drivers whose apparent dependency on alcohol presents a risk to road safety. Measures will include the requirement that a medical assessment is passed to satisfaction to support reissuance of driving licenses to those identified as high risk drink drivers. Counselling services will also be available to individuals post-custodial sentence to support their recovery.
	Liquor Licensing_Review of legislation	-	Complete a review of existing liquor licensing legislation and return to the States with proposals.
Domestic Abuse Strategy	Workplace Policies	-	Dependent upon consultation with all stakeholders and approval of the Strategy by the States of Deliberation, develop template work-place policies for adoption by local organisations in order to raise awareness of domestic abuse and its economic impact and encourage employers to support any employee experiencing abuse.
Disability & Inclusion Strategy	Adults at Risk	 Billet D'État XXII 2013	Lead the development of policies and procedures for the safeguarding of adults at risk in conjunction with key stakeholders.
Governance	Performance Management Framework	-	Complete the introduction of a robust performance management framework across all Operational Services to enhance business monitoring and support existing accountability mechanisms.
	Review Domestic Abuse Strategy	-	Complete the review of the existing Domestic Abuse Strategy in conjunction with stakeholders and publish the new Strategy.

2016			
Delivery Area	2015 Target	Resolution	Description
Home Operational Services Transformation Programme	Property Rationalisation	 Billet D'État XVI 2014	Submit Outline Business Case and Full Business Case for approval by the States of Deliberation in order to progress transformation agenda.
	Fire Services Legislation	 Billet D'État XII 2008	Initiate review of existing legislation to ensure that the Guernsey Fire & Rescue Service has an appropriate and modernised legislative framework to support its role.
	Law Enforcement Legislation	 Billet D'État XII 2008	Target delivery of new and modernised legislation to support delivery of Law Enforcement functions.
Criminal Justice Strategy	CCTV Replacement	 Billet D'État XVI 2014	Subject to approval of relevant business cases by the States of Deliberation, proposed commencement of work to replace the public safety CCTV systems.
	Sexual Offences Legislation	 Billet D'État XIII 2011	Proposed delivery of new sexual offences legislation to modernise existing definitions of sexual offences.
	Criminal Injuries Compensation Scheme	 Billet D'État XXIV 2001	Initiate project to introduce a scheme to compensate innocent victims of crime, regardless of conviction, as an expression of public sympathy.
	Employment Vetting	 Billet D'État XXIV 2009	In conjunction with the other Crown Dependencies, initiate review of developments in the UK to ensure a coordinated Crown Dependencies approach to the provision of consistent employment vetting measures in line with national standards. Research and review any additional local measures that could support these standards.
	Knife Control	 Billet D'État XI 2008	Progress the development of legislation to make the sale of knives to under-18s a criminal offence.
Mandate	Election 2016	-	Delivery of Election 2016.

	Probation Law	-	Implement new legislation following a review of the existing 1929 legislation in order to appropriately modernise and enhance existing service-provision.
	Gambling Legislation Implementation	⌘ Billet D'État XXII 2007	Pending approval of the States of Deliberation to proposals made by the Department in 2015, proposed implementation of new legislation and Codes of Practice to support the regulation of gambling activities.
Drug & Alcohol Strategy	Liquor Licensing Legislation	-	Pending approval of the States of Deliberation to proposals made by the Department in 2015, proposed implementation of amended legislation to support the robust management of licensed premises and the distribution of alcohol.

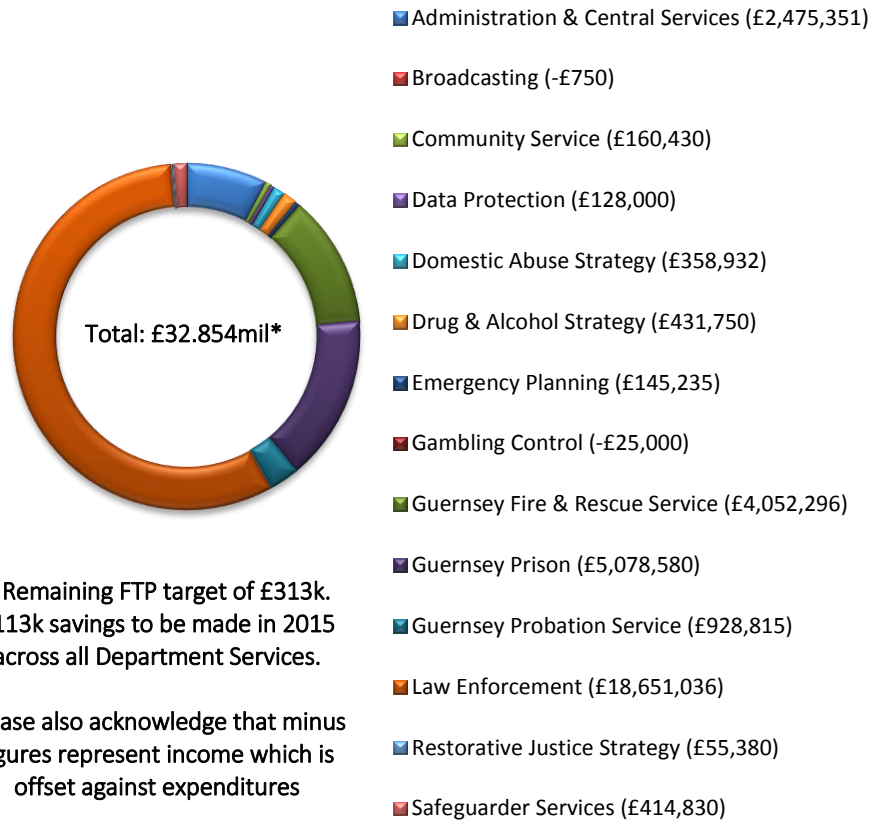
2017-2018

Home Operational Services Transformation Programme	Property Rationalisation	⌘ Billet D'État XVI 2014	Proposed initiation of work, subject to approval of relevant business cases by the States of Deliberation, to co-locate relevant Operational Services onto a single site to generate financial and operational efficiencies in line with the States Asset Management Plan.
Criminal Justice Strategy	Criminal Justice IT	-	Proposed completion of a programme of work to enhance information-sharing between criminal justice and supporting agencies and also data-capture mechanisms.

DEPARTMENT RESOURCES

FINANCE

Overview budget 2015 by Operational Service Area



STAFFING

Full Time Equivalent ("FTEs") across Department Services as at 31st December 2014:

