



GOVERNMENT OF ST HELENA

OPERATIONAL PLAN

Police Directorate

2015-2018

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Introduction by Director of Policing

The Police Directorate ensures the safety and security of St Helena and its community. In achieving this we aim to 'put public service at the core of all we do, protecting and serving our community and delivering a safe environment for all.'

We are committed to providing a high quality service to those living, working and visiting St Helena. All of the functions within the Directorate seek to deliver their service in a trusted and open manner to gain the confidence of our local community. We will work with integrity and respect and in line with the Police Directorate Values and Code of Ethics in serving our community.

We will work effectively with others to improve public safety and to develop emergency services through the testing and exercising of the Island's Major Incident Response Plan (MRIP). Alongside this we will be working in partnership with the new Airport Operator to provide a safe and secure airport.

The Police Service is reforming and developing and will provide a locally delivered, community focused policing service that is responsive to public need. We will act positively to reduce crime and protect those vulnerable persons within the community through working with key partners to further develop child and adult safeguarding arrangements on St Helena.

We will not forget our responsibilities in responding to reports for assistance in a timely manner as well as ensuring that the roads on St Helena are used in a responsible and safe manner.

The Immigration Service has improved the customer experience it provides to encourage tourism and sustainable economic development, whilst improving security measures for the people of Saint Helena. We will develop our customer-friendly processes in line with Government priorities for the operations at the St Helena Airport.

The Prison Service will be focussing on the delivery of a new prison for St Helena with the relocation of the current prison to the site at Sundale. This new facility will enhance the conditions inmates are detained in as well as improving the ability to rehabilitate offenders through education, work and recreational activity.

The Offender Management and Public Protection arrangements on St Helena are developing ensuring that the risks to the public are managed and offenders receive behavioural changing courses and support to reduce the risk of further offending. Community sentences will also be further developed as part of a more holistic process of managing offenders, developed through a professional Probation and Offender Management Service.

The Fire and Rescue Service will develop and change to meet the needs of a new airport and the potential increase in tourism and activity on the Island. During 2016 a new community Fire Station will be built which will greatly enhance the facilities and working conditions for the team and the local community. The capacity of the Fire and Rescue Team has increased to meet the demands of their role on St Helena as well as providing better and more family friendly working conditions for the staff.

As part of the airport development and to enhance the safety to the users of the seas around the Island, a new Sea Rescue Service is being developed. A new facility will be built at Rupert's Bay with a small full time team being recruited to provide an enhanced service to our community. Two next boats will provide a flexible and effective response to airport related emergencies as well as developing the sea rescue capacity for St Helena.

Making sure that all vehicles on a road are safe and that drivers are competent forms part of our work, together with our partners, to improve public safety. The standard of vehicle inspections has improved greatly over the last five years and it is our intention to enhance these standards to ensure the safety of road users.

Following the implementation of a new Major Incident Response Plan, testing and exercising will continue through the next three years, ensuring that St Helena can keep its communities safe. This work will also support of the accreditation, opening and operations for the new St Helena Airport. A St Helena Resilience Forum will be developed to ensure that all Directorates and agencies are engaged in the emergency planning process.

The Major Incident Response Plan will involve all agencies, Directorates and volunteers working together in the event of major incident and further work will be undertaken during 2016 to develop a community response team for the Island.

The next three years will be challenging for the Police Directorate but I am confident that those working for me across all of the diverse functions within the Directorate will meet those challenges and ensure that St Helena remains a safe and secure environment.

Trevor Botting
Director
St Helena Police Directorate

Directorate Structure and Resources

The Police Directorate is led by a Director. Working to them are the leads for Immigration, Fire and Rescue, Sea Rescue, HMP Prison, Police Service (Chief Inspector Operations and Detective Chief Inspector Investigations and Safeguarding), Emergency Planning and Administration. The Director also has a PA working directly to them. In terms of resources the following sets out the functions establishment:

Police Service:

Chief Inspector x 2, Inspector x 2, Sergeants x 7 and Constables x 22 (1 Inspector, 1 sergeant and 4 Constables are based on Ascension Island) In terms of staff there are Police Controllers x 3, Vehicle Inspector x 1, Support Officer x 1 and a Investigations Clerk x 1. The Police Service is support by a number of Special Constables.

Fire and Rescue Service:

Brigade Manager x 1, Watch Manager x 1, Crew Manager x 2 and Fire Fighters x 7. The full time team are supported by a number of auxillary fire fighters.

Sea Rescue Service;

Sea Rescue Manager x 1. (this post is also the Deputy Emergency Planner) The Sea Rescue Service will be supported by a team comprising a mixture of full time and volunteer coxswains and crew. (being developed during 2015)

Immigration Service:

Immigration Executive x 1, Senior Immigration Officer x 1 and immigration officers x 2

HMP Prison:

Prison Manager x 1, Deputy Prison Manager x 1, Senior Prison Officers x 4 and Prison Officers x 12

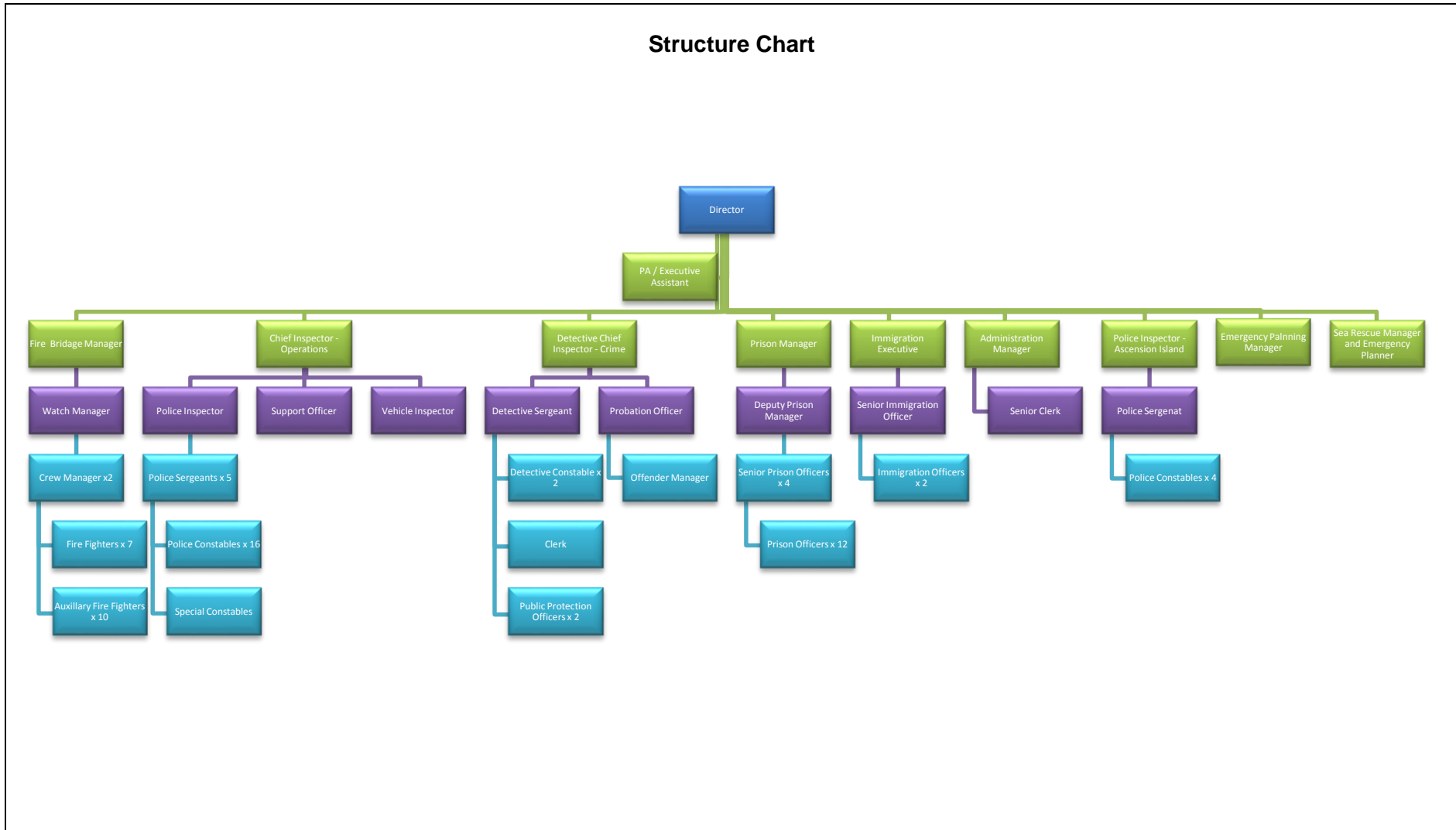
Emergency Planning:

Emergency Planning Manager x 1 and Deputy Emergency Planning Manager (this post is also the Sea Rescue Manager)

Administration:

Administration Officer x 1, Administration Clerk x 1 and PA to the Director x 1

Structure Chart



Services Provided

The Police Directorate provides a diverse range of services to the community of Saint Helena. The Directorate is led by a Director who has both statutory and corporate responsibility for a number of the functions provided by the Directorate. These include; Chief of Police, Chief Immigration Officer, Fire Brigade Commander, Superintendent Gaols and Emergency Planning Coordinator.

The Police Service provides all policing services to the people of St Helena and visitors to the Island with the focus on providing a community policing style with identified officers dedicated to geographical areas of the Island. The Police Service are the primary responders to emergency and non-emergency calls, crime investigations, event planning and island security. During the term of this plan, the Police Service will develop airport policing, working with the security team of the Airport Operator to ensure a safe and secure border at the airport.

With effect from April 2015, a dedicated Schools and Youth Engagement Officer has been appointed. This Police Officer will work with the Island's educationalists, youth groups and the community to promote public safety and engagement between the Police Service and young people.

The investigations team, led by a Detective Chief Inspector have the lead for crime investigations, safeguarding and offender management / public protection. The Investigations Team are forging close links with partner agencies to further develop child and adult safeguarding on St Helena.

A key area for the enhancement of safeguarding procedures is the introduction of two public protection officers who's role it is to manage and monitor those persons living within the community who may pose a risk to children and vulnerable people. This is a critical development in respect of the wider safeguarding of our community.

The Immigration Team provide a professional immigration service to St Helenians and visitors to the Island. This includes the staffing of the primary control point at the port and, during the life of this plan, at the new airport. The Immigration Team also manage all immigration case work and enquiries, requests for entry, residency and work permits as well as managing passports and other related issues.

The Fire and Rescue Service respond to and manage all fire related incident and calls for recsue and extraction from vehicles following road collisions. The team will be developing their capabilty during the life of this plan through airport and aircraft related training in order that they can support the airport fire servce during airport operations. Plans are being developed to enhance the team's rescue capabilty through training in mountain rescue during the life of this plan.

The Sea Rescue Service is being developed and enhanced in response to the increase in demand from the opening of the airport. The enhancement of the Sea Rescue Service will also enhance the service provided to all those people who work at sea or those who use the sea as part of their leisure activities. The development of the Sea Rescue Service will help in making the Island and the waters surrounding it a safe and secure environment.

A new sea rescue facility is being constructed at Ruperts Bay and the fleet of rescue boats will increase from one to three. The service will move from a part time to a full time service with support provided by auxiliaries.

The Prison Service are responsible for the safety and security of HMP Jamestown, its staff and the prisoners held within it. Whilst safety remains the priority, the Prison is also responsible for ensuring that prisoners carry out meaningful work during their sentence and preparing them for their release back into the community. The prison staff also facilitate community service orders issued by the courts.

During the span of this plan, the current Prison will relocate to a new site at Sundale, Half Tree Hollow. This work will include the provision of a community liaison officer and a communications strategy to ensure that local residents and businesses are kept fully informed and briefed with the progress of the transition to the new site. The new prison will provide enhanced facilities for staff, prisoners and visitors to the Prison as well as improved facilities for managing those people arrested by the Police.

Emergency Planning is the responsibility of the Police Directorate with the Director being the Emergency Planning Coordinator. Working to the Directorate is the Emergency Planning Manager who has responsibility for the maintenance, testing and exercising of the Major Incident Plan. The Emergency Planning Manager will forge close links with the Airport Operator to ensure that there is an integrated and coordinated response to any incident or emergency at the airport or an aircraft related emergency elsewhere on or in the seas surrounding the Island.

The six key functions of the Directorate are supported by:

- **Support Officer** managing all aspects of firearms licencing, fleet management and other support to the Directorate.
- **Vehicle Inspector** who has an inspection and oversight function for the garages who carry out vehicle testing, an inspection function of those vehicles involved in collisions and the inspection of specialist vehicles on the Island.
- **Receptionists** who staff the emergency and non-emergency telephones, radios and access to a number of the Directorate buildings.
- **Administration Support Team** providing a PA function to the Director, budget management and all aspects of administrative support to the members of the Directorate.

| Performance | | | | |
|--------------------------------------|--|--|--|--|
| Output (Service/Function) | Areas of success | Areas for improvement | Lessons learned | Key challenges for 2015- 2018 |
| Police Service | <p>Revised and enhanced Police Ordinance and Regulations</p> <p>Introduction of Community Policing</p> <p>Introduction of Code of Ethics</p> <p>Introduction of Police Directorate Values</p> <p>Enhancement of Child safeguarding arrangements through:</p> <ul style="list-style-type: none"> • Appointment of senior Detective • Recruitment of specialist child protection detective • Recruitment of public protection officers x 2 • Appointment of Schools and Youth Engagement Officer | <p>Recruitment and Retention of officers</p> <p>Staff training</p> <p>Enhancing community policing</p> <p>Building trust and confidence in policing within community</p> <p>Introducing armed policing capability</p> <p>Further enhancement of child safeguarding arrangements through:</p> <ul style="list-style-type: none"> • Training • Appointment of specialist staff | <p>Specialist officers are required for specialist roles e.g. safeguarding</p> | <p>Recruitment and retention of staff</p> <p>Pay review</p> <p>Provision of training, including specialist areas</p> <p>Building trust and confidence in the community</p> <p>Recovery following release of LFF document, media coverage and subsequent reviews and scrutiny</p> <p>Impact of day to day business of above.</p> <p>Airport readiness</p> |

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|---------------------------------|---|---|--|--|
| | <ul style="list-style-type: none"> Enhanced relationship with key partners | | | |
| Fire and Rescue Service | <p>Recruitment of additional staff</p> <p>Development of new Community Fire Station</p> | <p>Development of search and Rescue capability including mountain rescue</p> <p>Airport related training</p> | | <p>Airport related training</p> <p>Transition to new Fire Station</p> <p>Development of Search and Rescue capability</p> |
| Sea Rescue Service (New) | <p>Funding secured for recruitment of Sea Rescue Manager</p> <p>Sea Rescue Service being enhanced through:</p> <ul style="list-style-type: none"> Appointment of dedicated sea rescue staff Building of dedicated Sea Rescue Facility Rescue boat fleet being increased to three | <p>Transition from Fire and Rescue Command to Sea Rescue Manager</p> <p>Training for new team provided by National Sea Rescue Institution (NSRI) of South Africa</p> <p>Developments of standard operating procedures</p> | | <p>Recruitment of full time and volunteer cadre for Cowswains and crew</p> <p>Transition to stand alone Sea Rescue Service</p> <p>Funding challenges as the service develops</p> |
| Immigration Service | <p>Continued progress towards a simple, transparent and development friendly immigration system.</p> <p>Excellent relationship with Contractor on island through a</p> | <p>Enhanced pre-checking of passengers through a visa system and / or UK support.</p> <p>Speed at which passengers are processed at the border.</p> | <p>Customer satisfaction surveys have highlighted a need to increase the speed at which passengers are processed through border control.</p> | <p>Securing UK support for pre-checking of arrivals in time for Air Access in 2015/16</p> <p>Delivering IT solutions at border control to improve</p> |

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| | <p>swift and efficient service since 2012.</p> <p>Operational successes through pre-checking of RMS manifests resulting in several refusals of permission to enter St. Helena.</p> <p>Continued close working with RMS St. Helena and Andrew Weir Shipping to put in place effective but proportionate preventative measures to reduce the risk of Ebola virus spread in St. Helena.</p> <p>Over 98% satisfaction rating for operational immigration control work on arrival and over 99% on departure.</p> <p>Immigration Service cost recovers against the cost of service across the range of services through tight financial control. Immigration has met revenue forecasts to within 5% of prediction in both 2012/13 and 2013/14.</p> | | <p>Improved ability to pre-screen passengers through a visa system will ensure that decision making can be made earlier and avoid inconvenience for persons refused permission to travel to or enter St. Helena</p> | <p>forgery, counterfeit and imposter detection.</p> <p>Implementing a visa system</p> <p>Reducing time taken to process passengers through border control in time for Air Access in 2015/16</p> | |
| <p>HM Prison</p> | <p>All staff in receipt of accredited training</p> | <p>Lack of budgetary resilience</p> | | <p>Transition to new prison Facility in 2016</p> | |

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|---------------------------|---|--|--|--|
| | | <p>Increased costs due to rise in Prison population</p> <p>Delays in new Prison facility development</p> | | <p>Budget management if increase in Prison population</p> <p>Management of Prisoners and staff facilities in current Prison</p> |
| Emergency Planning | <p>Development and implementation of St Helena's first Major Incident Plan</p> <p>Additional plans in place as required, e.g. maritime emergencies, rockfall etc.</p> <p>Exercising and training carried out in relation to the response to major incidents</p> <p>Succession plan for local person to take on the role held by TC post in 2017</p> <p>Planning on track to deliver plan and training as part of airport accreditation, opening and operations.</p> | <p>Action plan being developed identifying areas for improvement and budget required</p> <p>Introduction of St Helena Resilience Forum (SHRF) to coordinate Emergency Planning and Disaster Management Issues.</p> | <p>Lessons learned from major incident exercises</p> | <p>Development of local staff to take on the role from TC post</p> <p>Engagement from public, stakeholders and volunteers in developing the Island's response to major emergencies</p> |

Workforce Planning

The Police Directorate is carrying out a Cadre Review and this will form part of this plan once completed in May 2015

The key areas that need to be addressed within this review are:

1. Revision of Job Profiles to recognise the impact of air access and other developments.
2. Pay review for all areas within the Police Directorate but specifically the high risk area of the Police Service
3. Review of headcount and seeking opportunities to rationalize staffing numbers with the development of greater efficiencies and effectiveness

Performance Objectives

| St Helena National Framework Results Key Area: Security – People are Living in a Safe and Secure Environment | | |
|--|--|----------------------|
| Police Directorate Strategic Objective 1: Reducing overall crime | | |
| No | Objective | Owner |
| 1 | Reduce overall crime | DCI - Investigations |
| 2 | Increase crime detections | DCI - Investigations |
| 3 | Increase sex offence detection | DCI - Investigations |
| 3 | Increase the reporting of sexual offences | DCI - Investigations |
| 4 | Increase the reporting of DA offences | DCI - Investigations |
| 5 | Increase the reporting of Domestic abuse incidents | DCI – Investigations |
| 6 | Reduce the number of repeat victims of DA offences | DCI - Investigations |

| St Helena National Framework Results Key Area: Security – People are Living in a Safe and Secure Environment | | |
|--|--|-----------------------|
| Police Directorate Strategic Objective 2: Improving trust and confidence in the services provided by the Directorate | | |
| No | Objective | Owner |
| 1 | Development of Neighbourhood (Community) Policing on St Helena | CI - Operations |
| 2 | Public Surveys to be carried out across the Directorate. | CI - Operations |
| 3 | Reduce visitor entry processing time at the Border | Immigration Executive |

| St Helena National Framework Results Key Area: Security – People are Living in a Safe and Secure Environment | | |
|---|---|----------------------|
| Police Directorate Strategic Objective 3: Working with partners, volunteers and stakeholders to improve public safety and protect children and those most vulnerable within our community | | |
| No | Objective | Owner |
| 1 | Development of Child and Adult safeguarding arrangements | DCI - Investigations |
| 2 | Enhance the Safety of Road Users | CI - Operations |
| 3 | Development of Offender Management Procedures for St Helena | DCI - Investigations |
| 4 | Development and delivery of a Schools and Youth Engagement programme | CI - Operations |
| 5 | Facilitation of Prisoners in addressing their Offending Behaviour through the delivery of Purposeful Activity | Prison Manager |
| 6 | The St Helena Fire and Rescue Service will work in partnership with other agencies to enhance and deliver fire safety educational training programs | Brigade Manager |
| | | |

| 7 | The St Helena Fire and Rescue Service will provide an immediate response to all related emergencies | Brigade Manager |
|---|---|----------------------------|
| St Helena National Framework Results Key Area: Security – People are Living in a Safe and Secure Environment | | |
| Police Directorate Strategic Objective 4: Develop our response to major emergencies | | |
| No | Objective | Owner |
| 1 | Development of a Major Incident exercising and training programme | Emergency Planning Manager |
| 2 | Major Incident Response Plan reviewed and maintained | Emergency Planning Manager |
| 3 | Development of St Helena Resilience Forum | Emergency Planning Manager |
| 4 | Development of Sea Rescue Service | Sea Rescue Manager |
| 5 | Develop immigration systems and processes for the airport and port including required legislative changes | Immigration Executive |
| | Recruitment and training of Immigration Auxiliaries | Immigration Executive |

