



Government of Saint Helena

Strategic Plan

Police Directorate

2015 - 2018

Updated: April 2015

Version: 1.4

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1. Executive Summary

Introduction

This three year Strategic Plan sets out the expectations for the Directorate's performance for the period 2015-2018 and establishes a framework for a clear and impartial assessment of the Directorate's success in achieving its objectives and responsibilities. This plan will be updated annually to ensure that it remains focused and current on the challenges faced by the Police Directorate.

The plan describes the Police Directorate's Mission, links to the St Helena Sustainable Development Plans goals, key results areas and strategic objectives, and gives details of the resources required to achieve its objectives.

This plan is aimed primarily at the community of St Helena in order that they may understand the work of the Directorate, how we aim to serve them, how we will measure our success and, of course, holding me to account in delivering our plan.

Directorate Resources

The Director (Chief of Police) acts as the professional head of the services shown below. In addition to the role of Chief of Police, the Director is the Fire Chief; Head of the Sea Rescue Service, Superintendent of Gaols; Chief Immigration Officer and Emergency Planning Coordinator.

The current functions within the Police Directorate are summarised below. It is worthy of note that a number of the functions are under review due to the accreditation, opening and operations in respect of the airport as well as through the development of child and adult safeguarding on St Helena.

Police Service

The Police Service has recently been restructured with a new role of Chief Inspector – Operations now responsible for the running of policing operations, response, events and planning and community policing. A Police Inspector leads the three teams of officers led by team Sergeants.

The Detective Chief Inspector is responsible for investigations, offender management and is the lead for safeguarding. The Detective Chief Inspector leads an investigative team comprising of a Detective Sergeant and two Detective Constables. The offender management team, working to the Detective

Sergeant comprise a Probation Officer, Offender Manager and two Public Protection Officers (Detective Constables)

There are a number of supporting functions that require development over the next twelve months. These include the development of armed policing and enhancements to the Police Dog Section.

Fire & Rescue Service

The current team of Brigade Manager, Watch Manager, Crew Manager and eight Fire Fighters manage all fire and land based incidents, rescues and road crash emergencies. They are supported by an auxiliary team and other volunteers who assist in the event of serious incidents.

Sea Rescue Service

The responsibility for the development, management and command of the Sea Rescue Service has transferred from the Fire and Rescue Service to a new Sea Rescue Service. A Sea Rescue Manager has been recruited and they will lead the Service as it develops to meet the increased demand of the requirements of the opening and operations at the Airport.

An increase of rescue boats from one to three will improve the response to marine based emergencies but will result in increased costs to the Directorate. It is anticipated that the crew will comprise of a mix of full time crew, supplemented by paid auxiliaries.

Prison Service

The Prison Service is led by the Prison Manager and a team comprising of a Deputy Prison Manager, two Senior Prison Officers and Prison Officers working 24 hours per day managing convicted and remand prisoners and persons arrested by the Police.

The Prison population has risen exponentially over the last three years which has led to an increase in running costs. The number of prisoners is anticipated to rise in the future which will place both financial and logistical pressures on the service.

Immigration Service

The three Immigration Officers report directly to the Immigration Executive and in his absence, the Director of Policing. They deal with the reception of all visitors to the island working closely with HM Customs Service to ensure proper checks have been undertaken to maintain the island's border security. This is done at the time of arrival or through related casework.

Licensing

All road vehicles, firearms and dog licensing issues are coordinated by the Vehicle Inspector and our licensing officer, through the customer service centre. The Vehicle Inspector regulates the safety of vehicles on the road and is the professional lead for driving standards.

Emergency Planning

The Director of Policing has responsibility for coordinating any multi agency response to Major Incidents. To assist the Director, The Emergency Planning Manager carries out the function of multi-agency liaison on developing emergency plans for the risks identified by the Island risk register which also includes training, exercising and reviewing of all plans.

During 2014 St Helena's first Major Incident Response Plan (MIRP) was introduced and, whilst it will develop over the next three years, this was a significant step forward in the management of major incidents and emergencies on St Helena.

To manage the planning and preparation for our response to emergencies a St Helena Resilience Forum (SHRF) will be formed in April 2015. This multi-agency forum will coordinate all activity regarding emergency planning and preparedness.

To reduce costs and promote local ownership of this critical function, a local person has been recruited to act as deputy Emergency Planning Manager and, after a period of training and development, will take over as the Island's Emergency Planning Manager in 2017.

St Helena Airport

The development of a new airport for St Helena will have an operational impact upon the services provided by the Police Directorate. A significant amount of work is being undertaken to prepare for the airport accreditation, opening and operation of the airport.

An Airport Emergency Plan (AEP) is under development to cover foreseeable emergency incidents and plans are being developed to ensure that the St Helena Fire and Rescue Service can support the Airport Fire Service in the event of an emergency. The Immigration Team are developing policies and procedures to ensure that the positive customer experience is translated from the seaport operation to the airport context and of course the airport will require a policing that manages the safety and security of those using and working at the airport.

The Sea Rescue Service is being developed as part of the airport safety plan as well as enhancing the safety of all users of the sea surrounding St Helena.

The Police Service will seek to work with the Airport Security Team to ensure that the airport remains a safe and secure environment. This will include the provision of the contingency of armed officers

Directorate Estate

The Police Service currently operates from two sites; the Police Station and the HQ and Administration at Ogborn House, Grand Parade Jamestown. The Immigration Service also operates out of Ogborn House.

It is anticipated that during the first year quarter of 2016 the Police Station and Ogborn House will relocate to a refurbished premises in Market Street Jamestown. A community police office and public reception will be located in the Castle Courtyard.

This move will enhance the working facilities for the Police Service, Immigration, Licensing and Administration whilst remaining a visible and accessible police presence in the heart of Jamestown.

The Victim Suite, upgraded and opened in 2014, has enhanced child and adult safeguarding procedures and is located in Longwood. This suite provides a safe and comfortable location for victims and other vulnerable witnesses to provide their account to investigators and includes state of the art recording equipment to ensure that the best evidence is gathered.

The Fire & Rescue Service operate from the temporary Fire Station at Ladder Hill. The development of a new Fire Station which will be located in Alarm Forest is now progressing with an anticipated completion date of November 2016.

A purpose built Sea Rescue Facility will be built in Rupert's Bay with a completion date in November 2015. This facility will house all three rescue boats and provide maintenance and office facilities.

The Prison Service operates from HM Prison Jamestown, with new premises being planned at Sundale House. The date for completion is anticipated by the end of 2016. The new facility will significantly enhance the facilities for prisoners and staff as well as increasing the prison capacity.

Although the extensive changes to the Directorate operating centres will present challenges, all of the re locations and developments are designed to enhance the facilities and the service we provide to the local community.

2. Purpose/Vision/Mission Statement

Purpose

The purpose of the Police Directorate is to provide a number of diverse services to the community of St Helena. Through these services the Directorate seeks to ensure the safety and security of St Helena. The Directorate will support the achievement of the National Goals of St Helena and the strategic objectives and performance targets which we will seek to achieve. This provides the basis for the preparation of our detailed plans and drives our decisions about resource allocation.

The work of the Police Directorate is shaped through the Directorate Values and Code of Ethics, providing a clear framework for how all of the services provided will be delivered.

Vision and Mission

The St Helena Vision is:

'A strengthened community and family life through vibrant economic growth and a healthy environment with opportunities for all to participate within a framework of effective government and law.'

The Police Directorate Vision is:

'Public Service is at the core of all we do, protecting and serving our community and delivering a safe and secure environment for all.'

The Police Directorate supports the following St Helena Sustainable Development Plan (SDP) National Goals:

- Goal 1 A vibrant economy providing opportunities for all to participate
- Goal 2 A Strong community and family life
- Goal 3 Effective management of the environment

The Police Directorate priorities for the next three years will be based primarily on the SDP 'Key Result Area' of:

- Security – People are Living in a Safe and Secure Environment

This is supported by the Police Directorate Vision and is reflected in the following Police Directorate Strategic Objectives:

- Objective 1: Reducing overall crime
- Objective 2 Working with partners, volunteers and stakeholders to improve public safety and protect children and those most vulnerable within our community
- Objective 3: Improving trust and confidence in the services provided by the Directorate
- Objective 4: Develop our response to major emergencies through enhancement of our emergency planning capacity and capability for St Helena and the Airport

3. SWOT Analysis

Strengths

- Fire Service capacity & capability
- Immigration Team leadership and capability
- Planned improvements to the Directorate Estate
- Clear Code of Ethics and Values to shape Service Delivery
- The anticipated enhancements to safeguarding procedures
- A more detailed and future proofed budget submission.

Weaknesses

- Police Service establishment
- Financial constraints
- Land based rescue capability (mountain rescue)
- Lack of training opportunities for staff through financial constraints
- HMP Prison facilities
- Lack of armed policing capability
- Lack of training for Police Officers, including specialisms
- Police Dog capability, training and governance
- Outdated legislation and Police Regulations

Opportunities

- Enhancement to child safeguarding
- Overseas training opportunities through air access
- Improved staff working conditions through estate changes
- Enhancements to Sea Rescue Service
- Training and development of local staff to take on roles currently carried out by staff on TC contracts

Threats

- Distraction from priority work from external reviews
- Prison overcrowding and tensions due to delay in Prison relocation
- Increase in crime through increase in visitors to the Island
- Officer morale following media reporting of child safeguarding and LFF review issues
- Reputational risk due to media reporting of child safeguarding and LFF review issues
- Inability to recruit to the Police Service

4. Goals

SDP Goal – A strong community and family life			
Key Results Area - Security			
Strategic-objective: Community life is strengthened by being protected from serious harm			
Strategic-objective: Vulnerable children and young people are safe from abuse and harm			
Priority	Directorate objective	Performance measure (Indicator)	Target and timeframe
1.	Reducing overall crime	Reduce Overall Crime	2015/16 = < 208 2016/17 = < total crime for 2015/16 2017/18 = < total crime for 2016/17
2.	Working with partners, volunteers and stakeholders to improve public safety and protect children and those most vulnerable within our community	Development of child and adult safeguarding arrangements for St Helena Development of Offender Management procedures for St Helena	100% of child related referrals to be considered through a multi-agency approach 100% of sex offenders to be risk assessed and visited in accordance with risk level
3.	Improving trust and confidence in the services provided by the Directorate	Development of Community Policing Community surveys to be undertaken	Community Profiles in place for all Districts Two surveys per year with Police and Prison being surveyed in 2015/16
4.	Develop our response to major emergencies	Development of a Major Incident exercise and training programme	6 training exercises / events delivered

		Major Incident Response Plan reviewed and maintained	Reviewed quarterly
Outputs for appropriation supporting this objective			

5. Key Performance Indicators

Strategic Objectives				
8.1	Social development is enhanced through extended and effective social protection	8.3	Community life is strengthened by being protected from serious harm	
8.2	The public's rights are adequately protected through enhanced legal support	8.4	Vulnerable children and young people are safe from abuse and harm	

High Level Indicator	Reducing overall crime	Working with partners, volunteers and stakeholders to improve public safety and protect children and those most vulnerable within our community	Improving trust and confidence in the services provided by the Directorate	Develop our response to major emergencies
Benchmark	Reduce overall crime	Development of child and adult safeguarding arrangements for St Helena Development of Offender Management procedures for St Helena	Development of Community Policing Community surveys to be undertaken	Development of a Major Incident exercise and training programme Major Incident Response Plan reviewed and maintained
2015/16	< 208 crimes	100% of child related referrals to be considered through a multi-agency approach 100% of sex offenders to be risk assessed and visited in accordance with risk level	Community Profiles in place for all Districts Two surveys per year with Police and Prison being surveyed in 2015/16	6 training exercises / events delivered Reviewed quarterly
2016/17	< total crime 2015/16	100% of child related referrals to be considered through a multi-agency approach 100% of sex offenders to be risk assessed and visited in accordance with risk level	Community Profiles in place for all Districts Two surveys per year with Police and one other function being surveyed in 2016/17	6 training exercises / events delivered Reviewed quarterly
2017/18	< total crime 2016/17	100% of child related referrals to be considered through a multi-agency approach	Community Profiles in place for all Districts Two surveys per year with Police and one	6 training exercises / events delivered Reviewed quarterly

		100% of sex offenders to be risk assessed and visited in accordance with risk level 90% of referrals submitted within 24 hrs	other function being surveyed in 2017/18	
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6. Improvement Strategies

Area to be improved	Planned improvements	Timescale	Responsible person(s)
Sea Rescue Service	<ul style="list-style-type: none"> • Development of the service from one to three boats. • Sea Rescue Manager appointed and volunteer cadre to be developed for crew and coxswains • Significant training required in 2015. • Operating procedures to be developed 	April 2015 to November 2015	Sea Rescue Manager through Director of Policing
Response by the Police Service to incidents causing risk of harm to the community of St Helena	<ul style="list-style-type: none"> • Developing an armed policing capacity within the Police Service • Training of officers within St Helena Police Service • Development of local policies and practices • Enhanced of Police Dog Capability 	During 2015	Director of Policing
Further development of child safeguarding and broader offender management	<ul style="list-style-type: none"> • Safeguarding training for all Directorate staff. • Recruitment of TC posts for Public Protection • Governance for offender management and public protection under one Strategic lead 	April 2015	Detective Chief Inspector – Investigations and Safeguarding

Emergency Planning	<ul style="list-style-type: none"> Following introduction of Major Incident Plan and recruitment of Deputy Emergency Planner, training and exercising to be carried out in preparation for airport accreditation, opening and operations. Training to be provided to Deputy as preparation for taking over the role. 	<p>During 2015</p> <p>2015 - 2017</p>	Director of Policing & Emergency Planning Manager
Fire and Rescue Service	<ul style="list-style-type: none"> Airport related training to provide support to the Airport Fire service Development of Mountain Rescue Service 	2015 - 2016	Brigade Manager
Increase in recruitment and higher retention levels for the Police Service	<ul style="list-style-type: none"> Pay review Training opportunities Rising standards of professional behaviour 	2015 - 2018	Director of Policing

7. Workforce Requirements

The Police Directorate is carrying out a Cadre Review and this will form part of this plan once completed by the end of April 2015.

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

1. Revision of Job Profiles to recognize 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

8. Operational Plan

Your operational plan helps you transform your goals and opportunities into reality. In this section of your plan, you will identify each of the individual projects that comprise your larger goals and how these projects will be completed. Finally, you'll map out each of your initiatives so you know when each project will start and who will lead them. This section should contain some text but a link to your individual operating plans.

It is imperative that your operational plan underpins your strategic plan and the overarching SDP.

[\(Insert hyperlink to your operational plan\)](#)

9. Strategic Risks and Mitigation

Not included.

10. Financial Projections

The budget submissions for 2015 – 2016 has led to a rise in funding for the Police Directorate. The impact of the accreditation, opening and operations at the airport on the Directorate is high and as well as cutting across just about every function within the Directorate, new business has been created linked to the introduction of Air access. This includes the enhancement and development of the Sea Rescue Service, the ambition to develop a Mountain Rescue Service as part of the economic development of the island in the areas of tourism, the development of emergency planning and the introduction of the Island's first Major Incident Plan and the need to develop an armed policing capacity for St Helena.

In addition, the cost of running HM Prison have increased due to the rise in prison numbers. It is worthy of note that much of the Prison funding has been calculated upon a prison population of 6 when the last twelve months has seen an average of 12. The number of convicted prisoners held within the Prison are expected to rise.

There are other anticipated costs through the development of a mobile telephone network and these should not be underestimated given the impact of additional costs have on relatively small budgets.

Alongside these rises in costs, the Directorate is seeking ways to save money. Succession plans are being developed to reduce the number of TC posts alongside the development of local staff to take on these roles. This work will need a short term spend to achieve longer term savings, savings that are highly significant within the overall costs to SHG. There is potential to reduce the number of TC posts within the Police Directorate by (at least) 3 long term posts during the life of this plan.