



St Helena  
Government

# Police Directorate

## STRATEGIC PLAN

2018 –2021

*‘Working with integrity and in line with our values, the Police Directorate provide a community focused approach to the safety and security of St Helena, and those who live on, work on, and visit the Island’*

## Our Vision

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

## Our Mission

*'Working with integrity and in line with our values, the Police Directorate provides a community focused approach to the safety and security of St Helena, and those who live on, work on and visit the Island.'*

## Our Values—PRIDE

- Professionalism
- Respect
- Integrity
- Dedication
- Empathy

## Our Priorities

**Strategic Priority 1** - Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community

**Strategic Priority 2** - Improving community trust and confidence in the services provided by the Directorate

**Strategic Priority 3** - Working with partners, volunteers and stakeholders to maintain public safety and our response to incidents

**Strategic Priority 4** - Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.

# Police Directorate

## STRATEGIC PLAN 2018-2021

### Welcome to the Police Directorate's Strategic plan for 2018-2021



I am proud to lead the Police Directorate in providing a wide range of public services to our communities on St Helena and Ascension Island. The Directorate is diverse in its varied and valuable work and comprises the Police, Immigration, Fire and Rescue, Sea Rescue, Prison and Search and Rescue Services as well as Emergency Planning and Licensing.

We are driven by our agreed vision and mission statement. The work we do is underpinned by a code of ethics and a strong set of values, namely PRIDE (Professionalism, Respect, Integrity, Dedication and Empathy). I hold all staff accountable to these, regardless of role or rank and I encourage Councilors, wider Government and our community to do the same. These fundamental principles give us a strong foundation to move the Directorate forward as we look towards what we want to achieve over the next three years; putting 'public service' at the core of what we do and that drives all of our strategic priorities.

Over the next three years we have four main priorities which are set out within this document. Our goals are ambitious but with the diverse and effective teams we already have in place are ultimately achievable. The next three years will be a transitional time for the Directorate as we focus on building on the skills and abilities of our teams and seek to reduce the number of posts at present necessarily filled by recruitment from overseas. Critical to this goal is air access which will enable trainers to travel to the island and local staff to travel to learn from best practice overseas. We will not leave services without the skills they need to effectively operate or to maintain or improve standards so training and development of staff will be a critical feature of our work between 2018-2020.

At time of writing, the Directorate is embarking on an ambitious programme of upgrades to the estate. By March 2018 all Police, Administration and Immigration teams will be housed at a new, purpose designed location and by 2020 the Prison Service will move to new, strategically placed and purpose built facility enhancing their ability to provide high quality service to their clients.

Enhanced use of technology will also be a significant feature for the Directorate. The OTRCIS computer system will enhance the way police officers manage crime and intelligence and the movements of people through our border. The Immigration Service has already upgraded all port equipment to enhance the screening that all passengers are subject to at border control and will shortly introduce a new electronic visa system. At the victim support suite in Longwood, witness accounts to investigators are recorded on state of the art equipment to ensure that the best possible evidence is gathered.

The improvements to the Directorate's estate and enhanced use of technology are enabling teams to deliver an even higher service standard to our community.

*David Lynch,*

Director

### Altogether Safer

**Strategic Priority 1 - Keeping St Helena safe by reducing crime and working with other agencies to better the lives of children, young people and those most vulnerable within our community**

#### What is our target?

Year 1	Year 2	Year 3
Reduce crime to less than 208 per year		

#### What will we do to achieve that target?

Year 1	Year 2	Year 3
Develop community policing engagement plan.	Create a safeguarding hub that co-ordinates a multi-agencies response to abuse.	Provide a new secure environment for the imprisonment of offenders .
Develop the work of the schools officer through a schools engagement programme		
Further multi-agency safeguarding work and training.		
Enhance the rehabilitation programmes for sex offenders within HM Prison.		
Enhance protection at our borders		

#### What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Training and development for our frontline staff		
A joint service response to the abuse of vulnerable adults		
Embed further the new crime and intelligence management system		
A new system for the issue of passports on St Helena and Introduce new working practices at the border		
Increase our specialist investigators in child protection, sexual offences and domestic abuse staff		
Work with other agencies to promote the reporting of all forms of abuse		

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### Altogether Safer

#### Strategic Priority 2 - Improving community trust and confidence in the services provided by the Directorate

##### What is our target?

Year 1	Year 2	Year 3
Each Police Team to perform 4 community surgeries per month.		
75% satisfaction level from those surveyed.	80% satisfaction level from those surveyed.	85% satisfaction level from those surveyed.
Fire and Rescue Service to perform 25 hours of community engagement per month .		
Two community confidence surveys per year.		

##### What will we do to achieve that target?

Year 1	Year 2	Year 3
Increase our visible policing presence in the community.		
Respond better to the needs of community through enhanced community engagement .		
Continue to develop our management of sex offenders in the community.		

##### What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Development of policies, guidance and operating procedures for the operations across the Directorate		
Improved training for our frontline staff		
A succession plan so that local officers are trained and then moved in to roles currently performed by TC officers		
Different means for the community to engage with us, embracing new forms of communication		
Public Surveys to be carried out across the Directorate.		

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## STRATEGIC PLAN 2018-2021

### Altogether Safer

#### Strategic Priority 3 - Working with partners, volunteers and stakeholders to maintain public safety and our response to incidents

##### What is our target?

Year 1	Year 2	Year 3
10% reduction in road collisions from 2015/2016 level of 130		
10 hours sex offender behaviour work per month		
20 hours general behaviour work per month		
12 minute attendance target to Fire related emergencies		

##### Delivering a Major incident Exercise and testing programme

Maintain operational readiness by completing 6 events per year

##### Enhancing the Sea Rescue Service

30 hours training per month

Target launch time of 30 mins

##### What will we do to achieve that target?

Year 1	Year 2	Year 3
Maintain a 24 hour 7 days a week emergency response from the police, fire and sea rescue service		
Enforce the road traffic ordinance fairly and target those offences that endanger others.		
Deliver programmes with partners to address offender behaviour both in the community and prison.		
Work with others both inside and outside of SHG on their response to major emergencies		
Test our plans on a regular basis and learn from any real life deployments		

##### What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Ensure that activities and work are in place for community service and prisoners to undertake		
Further development of the Major Incident Response Plan		
Development of the Aeronautical and Marine Search and Rescue Capability		
An armed policing capability within the Police Service, an enhanced Police Dog and rope rescue capability .		

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## STRATEGIC PLAN 2018-2021

### Altogether Safer

**Strategic Priority 4 - Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.**

#### What is our target?

Year 1	Year 2	Year 3
Creation of a Multi Agency Community Action Group (CAG)		

#### What will we do to achieve that target?

Year 1	Year 2	Year 3
Develop the Terms of Reference for the group after consultation with relevant directorates within SHG.	Identify funds to remove long term issues that the Community Action Group must resolve for the people of St Helena.	
Information to be given to the community .		
Develop Problem Solving Plans on OTRCIS (Overseas Territories Recording Crime Intelligence System)		

#### What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
Training of frontline staff in Problem Solving Policing Methods.		
Enhanced engagement with the community.		
Data sharing protocols across relevant Directorates. (e.g. Infor-		

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### PRIDE - St Helena Police Directorate Values

*'Public service is at the core of all we do, protecting & serving our community & delivering a safe environment for all through.'*

#### Professionalism

- Acting in a professional manner in all our dealings with our community, wider government and other organisations.
- Being open and communicative.
- Being hard working, committed and dedicated to protecting our community.
- Taking personal responsibility for our actions.

#### Respect

- Dealing with everyone fairly and ethically and challenging discrimination.
- Protecting and serving our community in an honest and impartial way without prejudice.
- Act in a way that doesn't compromise our standing in the community.

#### Integrity

- Working to be trusted by our community and colleagues to do the right thing.
- Standing up for what is right.
- Accepting we don't have all the answers.

#### Dedication

- Having courage to deal with situations that are difficult or hazardous.
- Having the confidence to challenge improper behaviour.
- Being adaptive and flexible in our approach to problems to ensure our community and colleagues are supported.
- Being loyal and committed to immediate and wider teams.

#### Empathy

- Taking time to listen, understand and value others' point of view.
- Showing people we care and acting courteously.
- Ensuring confidentiality when needed by our community and colleagues.
- Valuing people and the work they do.