



St Helena  
Government

## POLICE DIRECTORATE

# Directorate Strategy & Delivery Plan

April 2020 – March 2023

Prepared by: Police Directorate Senior Management Team

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## 1. Our Vision, Mission and Values:

Our Vision: Saint Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

## 2. The role of the Police Directorate:

The Police Directorate provides a wide range of services to the communities of St Helena and Ascension Island. The Directorate is diverse and comprises the Police, Immigration, Fire and Rescue, Sea Rescue, Prison, Probation, Search and Rescue, Emergency Planning and a range of licensing and inspection services. The Directorate also provides a 24 hours emergency services contact, control and command centre.

The Police Directorate is responsible for managing major and critical incidents and building trust and confidence in the services it provides. The Directorate is focused on working with other agencies, partners and the public to create a safe environment to achieve the Strategic Goal of making everyone 'Altogether Safer'.

The Directorate works to many key pieces of legislation and its activity is driven by the Fundamental Rights contained in the St Helena Constitution. Key Ordinances include:

- Police Service Ordinance, 1975;
- Prisons Ordinance, 1960;
- Fire Service Ordinance, 1985;
- Immigration Ordinance, 2011;
- Police & Criminal Evidence Ordinance, 2003;
- Public Order Ordinance, 1997;
- Road Traffic Ordinance, 1985;
- Firearms Ordinance, 1997;
- Criminal Damage Ordinance, 1979;
- Criminal Justice (Fixed Penalties) Ordinance, 2020;
- Criminal Procedure Ordinance, 1975;
- Drugs (Prevention of Misuse) Ordinance, 2003;
- Drugs (Trafficking Offences) Ordinance, 2003;
- Liquor Ordinance, 1988; and
- Summary Offences Ordinance, 1975.

### **3. What we have achieved so far:**

Over the last two years we have had four main priorities. Our goals have been ambitious but they have been achieved or work is on-going to achieve them. . 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 enables trainers to travel to the island and local staff to travel to learn from best practice overseas.

The respective services now need to enhance and develop the skills they have, so training and development of staff will be a critical feature of our work in 2020-2023. Improved training will be key to develop staff to enable them to provide an increasingly complex range of professional services to the public.

We continue to maximise the use of technology to make sure everyone is safer. For example, the OTRCIS computer system has enhanced the way police officers manage crime and intelligence and the E. Visa system, and other immigration systems, have enhanced the way the Immigration Service manage the movements of people through our border. The Immigration Service has upgraded the screening that all passengers are subject to at border control and built effective relationships with off-island partners to make the island a safe place to visit, invest, work and live. The role of the Immigration Service has been key to address threats that have emerged due to international issues and crises.

The improvements to the Police Directorate have enabled the Directorate to meet new challenges and to deliver an even higher level of service to our community.

The Directorate has delivered:

- Effective crime investigation and operational policing services.
- Projects on time and to set specifications.
- Training as per the relevant training plan.
- Multi-agency exercises as per the St Helena Resilience Forum plan.
- All services within the budget allocated by St. Helena Government.

### **4. Where we want to be:**

The Directorate is fully committed to contributing to the St Helena Government's vision of making Saint Helena a great place in which to live, learn, work, visit and invest. It is fully committed to the mission of improving the lives of all within our community.

As we look towards what we want to achieve over the next three years, ‘public service’ is at the core of all of our work. It drives all of actions and will ensure that we achieve the set strategic, goals, strategic objectives and policy priorities.

We will focus on building on the skills and abilities of our teams to improve the services we provide and we will improve the training, development and the embedding of those skills and learning to enable staff to provide an increasingly wider and more complex range of services. Enhanced use of technology will be a significant feature for the Directorate, as will be preparing for the improved internet connectivity over the coming years. This will bring benefits, whilst also introducing the threat of increased internet crime .The improvements to the Police Directorate will enable us to meet these new challenges and to deliver important and necessary services to meet the Strategic Goal of making everyone ‘Altogether Safer’.

**5. How we will achieve this:**

The Police Directorate has 4 Directorate Priorities that enable us to support the achievement of the Strategic Goals and the Strategic Objectives. Each element of this Directorate’s activity will be aligned to one of the Strategic Goals and all our activity will be underpinned by the values of fairness, integrity and teamwork.

<p style="text-align: center;"><b>DIRECTORATE PRIORITY ONE</b></p> <p><i>Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community.</i></p>	<p style="text-align: center;"><b>DIRECTORATE PRIORITY TWO</b></p> <p><i>Improving community trust and confidence in the services provided by the Directorate.</i></p>
<p style="text-align: center;"><b>DIRECTORATE PRIORITY THREE</b></p> <p><i>Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.</i></p>	<p style="text-align: center;"><b>DIRECTORATE PRIORITY FOUR</b></p> <p><i>Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.</i></p>

Each of these priorities covers a range of Directorate activity, which is set out in more detail in the Delivery Plan in Section 6.

The following diagram shows how the Directorate Priority is linked to our Strategic Objectives and Strategic Goals (and to our Policy Priorities where applicable):



Directorate Priorities	Policy Priorities	Strategic Objectives	National Goals
<p><b>Directorate Priority 1</b> – Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community.</p>	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive. 4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment. 4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	<p>Altogether Safer</p>
<p><b>Directorate Priority 2</b> – Improving community trust and confidence in the services provided by the Directorate.</p>	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive. 4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment. 4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	<p>Altogether Safer</p>
<p><b>Directorate Priority 3</b> – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.</p>	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive. 4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment. 4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	<p>Altogether Safer</p>
<p><b>Directorate Priority 4</b> – Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.</p>	<p>4.1.1 Ensure a safe and secure environment where children, young people and adults can grow and thrive. 4.2.1 Protect and ensure the wellbeing of all vulnerable members of society.</p>	<p>4.1 Develop a safe environment. 4.2 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners.</p>	<p>Altogether Safer</p>

## 6. Police Directorate Delivery Plan

DIRECTORATE 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						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Increase intelligence submissions	Detective Chief Inspector (DCI)	Increased intelligence submission	2018/19	Increase submission on 2018 to 2019 figure.	Increase submission on 2018 to 2019 figure	Increase submission on 2018 to 2019 figure.
Improve the quality of crime investigations	DCI	No. of offenders brought to justice (e.g. convictions, cautions etc.). Quality investigations	Not applicable	Bring offender(s) to justice for 50% of recorded crimes 100% with acceptable investigation plans	Bring offender(s) to justice for 50% of recorded crimes 100% with acceptable investigation plans	Bring offender(s) to justice for 50% of recorded crimes 100% with acceptable investigation plans
Recorded crime	DCI	Reduce recorded crime.	2019/20 (198)	Crime lower than 2019/20 figure.	Maintain level from 2020/21	Maintain level from 2020/21
Protecting People in Police Custody	Chief Inspector (Operational Support & Development) (CI OS&D)	Time spent in initial police custody	6 hours	80% released within 6 hours	80% released within 6 hours	80% released within 6 hours
Ensure compliance with the Victim Contract	DCI	Number of crime files where victim contract complied with	New indicator	100%	100%	100%
Assaults on prisoners and prison staff	Prison Manager	Number of reported assaults in the prison	New indicator	<5	<5	<5

DIRECTORATE PRIORITY 2						
Improving community trust and confidence in the services provided by the Directorate.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Develop police and emergency service engagement plans to respond better to the needs of community through engagement	All managers.	Approved engagement activities for each Emergency Service	2019/20	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month	Police – 2 community engagement activities each week Fire – 25 hours community engagement/fire safety activities each month

DIRECTORATE PRIORITY 2						
Improving community trust and confidence in the services provided by the Directorate.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Utilise different means for the community to engage with us, embracing new forms of communication	All managers.	Deliver a 'story a day' on Facebook or Twitter. Increase likes and followers.	5 entries	5 entries per week. Increase in likes and followers.	5 entries per week. Increase in likes and followers	5 entries per week. Increase in likes and followers
Improve physical and mental health of staff	HR Business Manager	Number of staff who have undergone a wellbeing assessment	New indicator	All staff to undergo wellbeing assessment during the year	All staff to undergo wellbeing assessment during the year	All staff to undergo wellbeing assessment during the year
		Number of staff who have completed their 30 minutes exercise per week	New indicator	90% compliance	90% compliance	90% compliance
Monitor community satisfaction with incident response service	Control Room Manager	Number of incidents v satisfaction levels of those surveyed	75% satisfied	75% satisfied	75% satisfied	75% satisfied
Ensure good quality of service for E-visa applicants	CIO	Time between application and finalisation	New indicator	90% completed with 10 working days	90% completed with 10 working days	90% completed with 10 working days
Ensure good quality of service for BOT passport applicants	CIO	Time between receipt and submission	New indicator	90% submitted with 2 working days	90% submitted with 2 working days	90% submitted with 2 working days
Ensure the compliance with Community Service Orders	Probation Officer	Number of offenders complying with their Community Service Order	New indicator	100%	100%	100%

DIRECTORATE PRIORITY 3						
Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Develop multi-agency command training plan and schedule	Emergency Planning Manager	Deliver command training to Gold, Silver & Bronze Commanders	4 hours of training to each level	4 hours of training to each level	4 hours of training to each level	4 hours of training to each level
		'Live' multi-agency exercises for Gold, Silver & Bronze Commanders	1 'live' exercise for each level	1 'live' exercise for each level	1 'live' exercise for each level	1 'live' exercise for each level
Increase availability of staff	HR Business Partner	Reduce sickness absence	2019/20 (878 days)	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures	Reduce level from 2019/20 figures



DIRECTORATE PRIORITY 3						
Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Improve accuracy of incident data	Control Room Manager	Number of incidents with no errors	New indicator	90%	90%	90%
Maintain a 24 hour 7 days a week emergency response from emergency services	Inspector (Operations)	Police – Immediate incident response within 20 minutes	Not applicable	Police – 85%	Police – 85%	Police – 85%
	Brigade Manager	Fire – Response within 12 minutes		Fire – 100%	Fire – 100%	Fire – 100%
	Sea Rescue Manager	Sea Rescue – launch within 30 minutes		Sea Rescue – 100%	Sea Rescue – 100%	Sea Rescue – 100%
	Sea Rescue Manager	Sea Rescue – two boats available		Sea Rescue – 95% of days	Sea Rescue – 95% of days	Sea Rescue – 95% of days
Prison security	Prison Manager	Number of reported escapes from the prison	New indicator	0	0	0

DIRECTORATE PRIORITY 4						
Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Reduce injuries resulting from road traffic collisions (KPI)	CI (C&O)	Reduction in injury road traffic collisions.	2019/20 (9)	Reduction in injury road collisions from 2019-20 levels	Reduction in injury road collisions from 2019-20 levels	Reduction in injury road collisions from 2019-20 levels
Ensure good quality of service for Immigration Control Board cases	CIO	Time between initiation and finalisation	New indicator	90% completed within 30 working days	90% completed within 30 working days	90% completed within 30 working days
Purposeful Activities for Prisoners	Prison Manager	Hours spent per prisoner on purposeful activities	New indicator	Establish level	Improve by 10%	Improve by 10%
Ensure the delivery of Community Service activities	Probation Officer	Number of community service activities undertaken	New indicator	50	50	50

## 7. Financial projections:

The following table shows the Police Directorate's financial projections for the financial year 2020/21, with a summary of outputs linked to budget submissions. Links are also made to Directorate Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2020/21 £'000	Directorate Priority	Policy Priority
Management & Administration	15-1500	35	<b>Directorate Priority 1</b> – Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community. <b>Directorate Priority 2</b> – Improving community trust and confidence in the services provided by the Directorate. <b>Directorate Priority 3</b> – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents. <b>Directorate Priority 4</b> – Working with the community, partners and stakeholders to help solve the issues most affecting our community to make us all together safer.	<b>4.1.1</b> Ensure a safe and secure environment where children, young people and adults can grow and thrive. <b>4.2.1</b> Protect and ensure the wellbeing of all vulnerable members of society.
Fire & Rescue	15-1501	356		
Police Operations	15-1502	488		
H.M Prison	15-1503	333		
Investigations & Probation	15-1504	81		
Immigration	15-1505	202		
Emergency Planning	15-1506	47		
Sea & Rescue	15-1507	207		
Contact Centre	15-1508	113		
<b>Total Recurrent Allocation</b>		<b>1,862</b>		
FCO – Security Needs (Police Operations)	52-5202	250	<b>Directorate Priority 1</b> – Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community.	<b>4.1.1</b> Ensure a safe and secure environment where children, young people and adults can grow and thrive. <b>4.2.1</b> Protect and ensure the wellbeing of all vulnerable members of society.
FCO – Security Needs (Immigration)	52-5202	200	<b>Directorate Priority 1</b> – Keeping St Helena safe by reducing crime and working to better the lives of children, young people and those most vulnerable within our community.	
FCO – CSSF Maritime Obligations (Contact Centre)	52-5200	On Hold	<b>Directorate Priority 3</b> – Working with partners, volunteers and stakeholders to minimise and manage identified risks and to maintain public safety and our response to incidents.	
<b>Total Other Funding</b>		<b>450</b>		
<b>Total Funding</b>		<b>2,312</b>		

## 8. Workforce plan:

The Police Directorate recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities depends on having the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

The Directorates 5-Year Workforce (Action) Plan is an internal document which underpins this Directorate Strategy and Delivery Plan.

## **9. Risk Management and Mitigation**

The Police Directorate maintains a risk register to identify issues impacting on service delivery and track the actions necessary to address and mitigate these matters. This risk register is shared with the Internal Audit team, with relevant risks being escalated to the corporate risk register.