



HOME

A STATES OF GUERNSEY GOVERNMENT DEPARTMENT

Business Plan 2014-2017



Using all available resources to build and protect a safe, just and tolerant society

MINISTER'S FOREWORD

This business plan provides a framework within which the Home Department's priorities are identified.

Our Departmental priorities lie at the heart of where responsible government and good citizenship meet; we work to deliver high quality services designed to build and protect a safe and secure society for our community. This includes the identification and prosecution of criminals, the interception of illegal substances, the prevention of deaths and serious injury from fire, and the management of offenders, as well as the oversight and regulation of such things as diverse as broadcasting and gambling. Alongside these operational services the Department also has responsibility for the development and monitoring of a number of key strategies including the Criminal Justice Strategy, the Drug and Alcohol Strategy and the Domestic Abuse Strategy. My Board firmly believes that our Department is successfully delivering its mandate in these areas and that Bailiwick residents can be confident that this will be maintained despite the challenges presented by the current financial climate.



The States of Guernsey adopted the Financial Transformation Programme ("the FTP") in 2009. With an aspiration to make significant financial savings for local government, the FTP has provided each government Department with a supported and structured opportunity to consider the way in which it has traditionally operated and to look at innovative and creative opportunities by which to deliver high-quality services in a "smarter" way. The mandate of the Department means that it does not work in isolation but that our agencies and services regularly engage and interact with others. We are grateful for the many other service-providers, including those in the charitable or third sector, with whom we now regularly work and who have joined us on this journey. Thinking differently is enabling us to work differently, and at the same time to maintain – and often improve – service-provision for the benefit of all.

With the FTP due to close at the end of 2014, the Department remains fully supportive of these aspirations and continues to evaluate service-delivery and core functions in order to deliver sustainable change that best meets the needs of the local community in 2014 and beyond. The Home Department Board looks forward to delivering its responsibilities together for the community and in partnership with the community.

On behalf of the Home Department Board I cannot let this opportunity pass without acknowledging the departure of Paul Whitfield, after 5 years as our Department's Chief Officer, as he takes up the position of Chief Executive of the Civil Service from the beginning of this year. We congratulate Paul on being appointed to this key position and we look forward to working with our new Chief Officer when this appointment is made. We also commend all staff across the breadth of this Department who continue to work tirelessly to provide vital services for our local communities.

A handwritten signature in dark ink, appearing to read 'J Le Tocq'.

Deputy Jonathan Le Tocq
Minister

Deputy Francis Quin (Deputy Minister)
Deputy Michelle Le Clerc
Deputy Mary Lowe
Deputy Arrun Wilkie
Mr Andrew Ozanne, Non-States Member

CHIEF OFFICER'S INTRODUCTION

This Business Plan sets out the Home Department's primary objectives and direction for the period 2014 - 2017 and provides an update on progress against its objectives as set out in the previous Business Plan 2013-2016.

2013 has marked a particularly busy and challenging period for the Home Department with achievements including, but not limited to, the establishment of a new Head of Law Enforcement position from January 2013, to promote greater inter-operability and rationalisation of existing law enforcement services, the introduction of modernised and reformed sexual offences legislation in the Bailiwick, the progression of the Criminal Justice Strategy and the commencement of the scheduled reviews of the Drug & Alcohol Strategy and Domestic Abuse Strategy.

The ongoing development of a structured performance management framework for the Department has also achieved some significant milestones and this system is an essential opportunity for us to promote greater accountability in line with the Principles of Good Governance as endorsed by the States of Deliberation in 2011 (Billet D'État IV 2011). The performance management framework remains a high priority for the Department in 2014.

Alongside the delivery of our mandate and key projects, the Department continues to make significant contributions to wider corporate initiatives. In particular, the launch of SAP (Systems Management Suite) and the Shared Transaction Service Centre in 2013 across the States of Guernsey has seen the Department dedicate resources to aid in its implementation. The Department has also proactively monitored the system's usage by staff and promoted the training opportunities available to ensure that the system's benefits are fully realised.

Whilst the Department has always proactively sought out opportunities to review existing service-provisions and generate greater efficiencies, the FTP has provided a more supported and structured opportunity by which to achieve more effective and efficient working practices. The Department has approached its commitments under the FTP with the view that any changes implemented must be best-fit for and meet the needs of the local community and, importantly, be sustainable. The Department remains committed to financial prudence and delivering quality services that constitute value for money, and will continue to strive to rationalise working practices, eradicate duplication of effort and maximise future opportunities for collaborative working.

In delivering its mandate, key projects and corporate initiatives, Department staff will continue to work to the very best of their ability and in keeping with the Department's values of *Quality, Integrity, Professionalism, Efficiency* and *Innovation*.

Mark Lempriere
Acting Chief Officer

January 2014

THE MANDATE OF THE HOME DEPARTMENT

a) To advise the States on matters relating to:

- Criminal Justice Policy¹;
- Broadcasting services within the Bailiwick;
- 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 policing of the Bailiwick of Guernsey;
- (ii) The provision of an effective and efficient Customs and Immigration Service²;
- (iii) The provision of an effective and efficient Financial Intelligence Service³;
- (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 operation of the Attendance Centre⁴ for young offenders;
- (viii) The States Probation Service and the provision of effective and efficient services to the Courts and others;
- (ix) The Fire Brigade⁵ 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 infrastructure maintained under the auspices of the Civil Defence Organisation⁶;
- (xii) The Electoral Roll;

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

² The change of the Customs and Immigration Service to become the Guernsey Border Agency was approved by the States in September 2008 (Billet D'État XII/2008)

³ Now known as the Financial Investigation Unit (FIU)

⁴ Replaced by Community Sentencing

⁵ Now known as the Guernsey Fire and Rescue Service

⁶ Replaced by the Emergency Powers Advisory Group as approved by the States in December 2011 (Billet D'État XVII/2011)

- (xiii) Liaison with the Parole Review Committee and the provision of administrative services to that Committee;
- (xiv) Liaison with the Data Protection Office.

b) To contribute to the achievement of strategic and corporate objectives, both departmentally and as part of the wider States organisation, 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 Government Business 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 confer functions upon the former:-

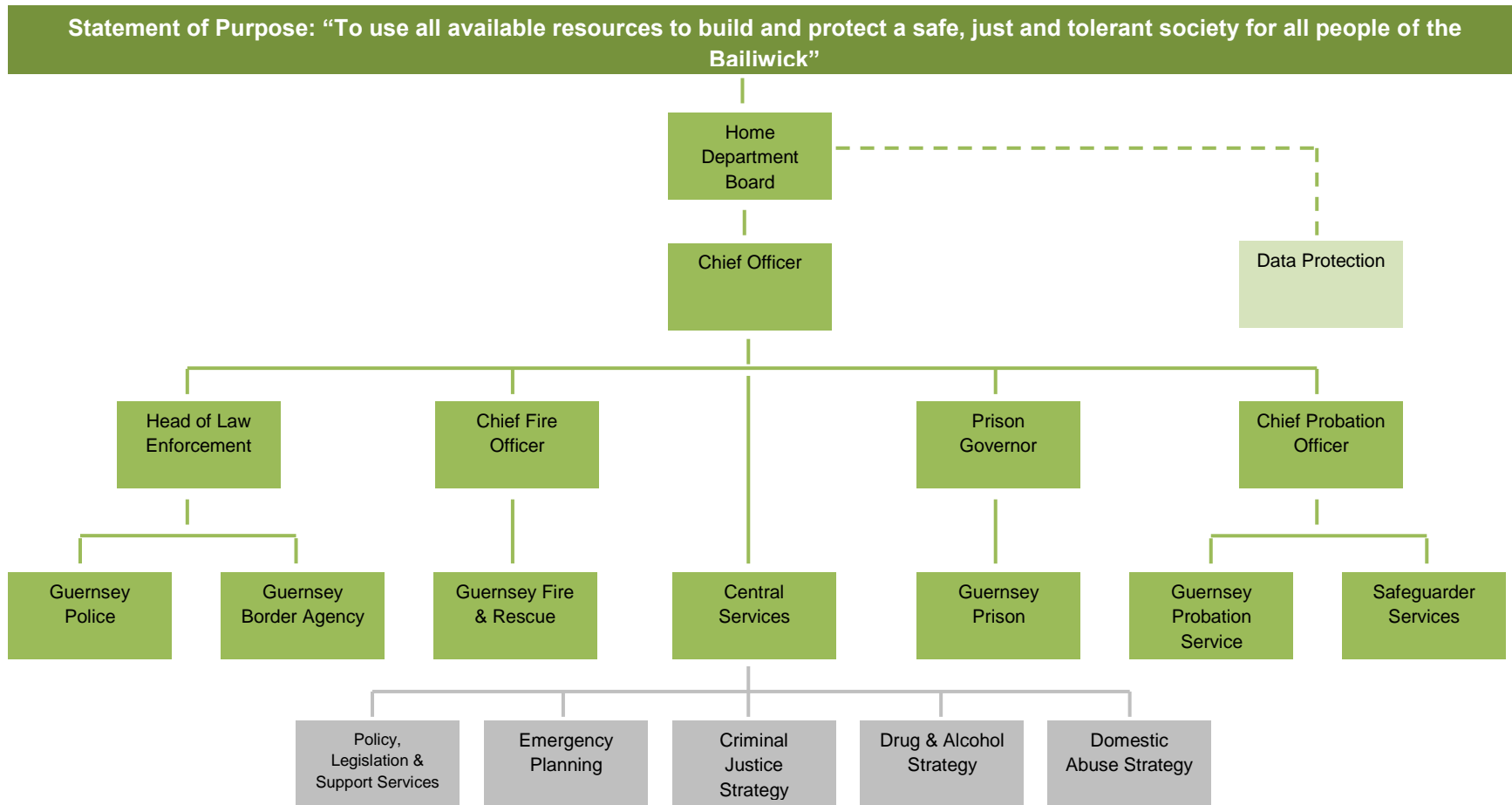
- Advisory and Finance Committee
- Board of Administration
- Broadcasting Committee
- Civil Defence Committee
- Committee for Home Affairs
- Gambling Control Committee
- Probation Service Committee

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

N.B- From January 2010 the Department took over responsibility for Safeguarder Services from the Royal Court.

N.B- Minor amendments are currently being made to the Home Department mandate which will be included in the March 2014 Billet d'État.

STRUCTURE OF THE HOME DEPARTMENT



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 SSP objectives and themes or States of Guernsey 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

UPDATE ON THE PREVIOUS BUSINESS PLAN

An update on the Department's 2013 priorities, including legislative priorities, is provided below:

Initiative	Update
Criminal Justice Strategy	Action Plans are presently being finalised for ongoing maintenance and implementation by all stakeholders. Crime & Justice Survey 2013 results being collated for publication Q1 2014.
External Inspection Regime	In order to assure the public of quality of service delivery across the Home Department, and to ensure that this level of service reflects best practice in other jurisdictions, it is important that the Services are subjected to external review and inspection by the relevant professional bodies with which they are affiliated. Her Majesty's Inspectorate of Prisons (HMIP) will conduct an inspection of Guernsey Prison in May 2014. The Department otherwise continues to operate panels made up of members of the local community to scrutinise certain functions of Guernsey Prison and Law Enforcement.
Focus on service-users	Guide to the Criminal Justice System for Victims & Witnesses finalised and preparations for launch in 2014 underway.
Future of Law Enforcement	Review conducted of appropriateness of original recommendation (Billet D'État XXIII 2010) to introduce a Law Enforcement Commission in view of changed financial climate and exploration of validity of prospective alternatives.
Performance Management Framework	Development of performance management frameworks for Guernsey Prison, Guernsey Fire & Rescue Service, Central Services, Guernsey Probation Service and Safeguarder Services. Implementation of corporate management tool to Guernsey Prison, Guernsey Fire & Rescue Service and Central Services.
LEGISLATIVE PRIORITIES 2013	
Criminal Injuries Compensation Scheme	Project to introduce a scheme to compensate innocent victims of crime, regardless of conviction, as an expression of public sympathy. Review of primary legislation completed and consideration of details of the Scheme's operation, funding opportunities and prospective secondary legislation.
Firearms Legislation	Proposals agreed to improve the administration of the licensing of firearms and improve health and safety on ranges. Amendments to the Law drafted. Further work has not progressed in 2013 due to other conflicting priorities.
Fire Services Legislation	Project to amend existing legislation to ensure that the Guernsey Fire and Rescue Service has the appropriate legislative framework to undertake its role. This work continues to be actively progressed.
Gambling Legislation	Project to repeal and replace existing legislation which dates from the 1970s to modernise and appropriately

	regulate gambling. Review of proposals made by Department in Billet D'État XXII 2007 conducted and draft States Report prepared proposing amendments to existing legislation as opposed to the drafting of new legislation for consideration by States of Deliberation in 2014.
International Criminal Court	Preparation of legislation to implement the "Rome Statute" in the Bailiwick. At a United Nations conference in Rome in 1998, a statute creating an international criminal court was established. The International Criminal Court ("ICC") is a permanent court based in The Hague, which tries individuals for crimes against humanity and war crimes. This Report proposed legislation which would implement the Rome Statute in the Bailiwick. Department proposals approved by the States of Deliberation in July 2013 (Billet d'État XV 2013).
Parole Legislation	Project to enact Parole legislation which amends some of the eligibility criteria for release of parole licence and provides statutory guidance to the Parole Review Committee in respect of the criteria for early release. This work has not been progressed in 2013 due to other conflicting priorities.
Police Powers and Criminal Evidence legislation: representation in custody	Proposals to review existing legislation with regards to the prepresentation of individuals held in police detention. Second phase of consultation ongoing as at December 2013.
Prison Legislation	Project to repeal and replace existing legislation with modern legislation which can be amended by Ordinance and Regulations in order to enable the Department to respond more quickly and flexibly to changes in the prison population, both in terms of the number and the categories of prisoner, and to changes in best practice in prison management and administration. Achieved, The Prison (Guernsey) Ordinance, 2013 approved by the States October (Billet d'État XX) and came into force on 4 th November 2013.
Probation Legislation	Project to review and repeal the Loi relative à la Probation dé Delinquants, 1929, and implement new Probation Law including relevant policies and procedures.
Sex Offenders Legislation	Project to modernise and reform existing sexual offences legislation in the Bailiwick. Achievement of Phase 1, approval The Criminal Justice (Sex Offenders and Miscellaneous Provisions) (Bailiwick of Guernsey) Law, 2013 and a secondary States Report by the States of Deliberation in October (Billet d'État XX 2013).
Terrorist Financing	Essential work to bring forward proposals to approve the drafting of legislation equivalent to the provision contained within Schedule 7 of the United Kingdom's Counter Terrorism Act 2008. Schedule 7 of the Act gives HM Treasury the power to issue directions to the financial sector in respect of the carrying on of business connected to a high risk jurisdiction. Department proposals approved by the States of Deliberation in July (Billet d'État XV 2013).
Vehicle Exhaust Noise	Review of existing provisions under legislation 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. Approach made to Environment Department to establish a joint-working approach to the issue in 2014.

HOME DEPARTMENT PRIORITIES 2014 - 2017

The Department has set out below its political priorities for achievement in the period 2014 - 2017, including its top 5 highlighted in red. These priorities are alongside the Department's continuing commitment to the FTP and delivery of its mandate.

2014	
Accommodation Project	Review the Department's accommodation portfolio and prepare relevant proposals for the States of Deliberation in respect of generating efficiencies in line with the Strategic Asset Management Plan.
Joint Emergency Services Control Room	Complete preparatory work for the introduction of a joint emergency services control room for operation by Guernsey Police, Guernsey Fire & Rescue Service and St John Ambulance & Rescue Service to enhance coordinated service-delivery from January 2015.
Replacement of Guernsey Police central IT software	Programme of work to replace Guernsey Police's existing central IT software to support greater efficiencies and enhanced work-flow processes.
Performance Management Framework	Finalise the development of the Department's performance management framework across all Operational Services to support accountability and business monitoring.
Criminal Justice Strategy	Finalise the development of the Criminal Justice Strategy Action Plans for ongoing maintenance and implementation by all stakeholders. Delivery of existing projects, including publication of results of the Crime & Justice Survey 2013 and the publication of a new Guide to the Criminal Justice System for Victims & Witnesses.
CCTV: Replacement	Project to replace the public safety CCTV system. Business case submission in 2014.
Criminal Injuries Compensation Scheme	Project to introduce a scheme to compensate innocent victims of crime, regardless of conviction, as an expression of public sympathy. Return to the States of Deliberation in 2014 with options for a scheme and funding.
Domestic Abuse	Review the existing Domestic Abuse Strategy in conjunction with stakeholders and approach the States of

Strategy: Review	Deliberation for support of its framework and action plans.
Drug & Alcohol Strategy: Review	Review the existing Drug & Alcohol Strategy in conjunction with stakeholders and approach the States of Deliberation for support of its framework and action plans.
Safeguarding Vulnerable Adults	Establishment of joint-working arrangements with relevant stakeholders to ensure appropriate structures are in place to support Government aims, including synergy with the Disability & Inclusion Strategy.
Election 2016: Essential preparation	Essential preparation for the creation of a new Electoral Roll for the 2016 Election and the promotion of the registration process in line with the Department's mandated responsibilities.
Employment Vetting	In conjunction with the other Crown Dependencies, review 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.
External Inspection Regime	Host an inspection of Guernsey Prison by Her Majesty's Inspectorate of Prisons (HMIP).
Firearms Legislation	Proposals agreed to improve the administration of the licensing of firearms and improve health and safety on ranges. Amendments to the Law drafted, to be reviewed and enacted in 2014.
Fire Services Legislation	Approach the States of Deliberation with proposals to amend existing legislation to ensure that the Guernsey Fire & Rescue Service has the appropriate legislative framework to undertake its role.
Future of Law Enforcement	Return to the States of Deliberation with the results of a review into the appropriateness of establishing a Law Enforcement Commission and make proposals in relation to prospective alternatives. Continue to work jointly with the Law Officers' Chambers on the modernisation of existing law enforcement legislation.
Gambling Legislation: Review	Approach the States of Deliberation with recommendations concerning the modernisation of legislation designed to regulate gambling activities. If approved, draft and implement new Codes of Practice.
High Risk Drink Driver Scheme	Approach the States of Deliberation with proposals to establish a High Risk Drink Driver Scheme.
Parole Legislation	Implementation of new legislation.
Police Complaints Legislation: Review	Review the Police Complaints (Guernsey) Law, 2008 as part of good practice following its enactment in 2011.
Probation Legislation	Project to review and repeal the Loi relative à la Probation des Délinquants, 1929, and implement new Probation Law including relevant policies and procedures.
Restructure of Law	Programme of reorganisation and restructure of law enforcement delivery across Guernsey Police and the Guernsey

Enforcement Programme	Border Agency in order to rationalise existing services into a coordinated and shared working structure. Develop and deliver all project work streams within the Restructure of Law Enforcement Programme to achieve FTP savings.
Sex Offenders Legislation	Project to modernise and reform existing sexual offences legislation in the Bailiwick. Implementation Phase 1 to be completed in preparation for the Law receiving Royal Assent and its subsequent enactment. Phase two, drafting of new sexual offences legislation to be progressed with view to returning to the States of Deliberation.
Vehicle Exhaust Noise	Continue review of existing provisions under legislation 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.
2015 – 16	
Accommodation Project	Continuation of essential work on the Department's accommodation portfolio with a view to generating efficiencies in line with the Strategic Asset Management Plan.
Broadcasting & Telecommunications	Project in conjunction with the Commerce & Employment Department and the Law Officers' Chambers to review existing Broadcasting and Telecommunications legislation and policy so as to ensure that it is fit for purpose.
Election 2016	Preparation for Election 2016 Essential preparation for the creation of a new Electoral Roll and the promotion of the registration process in preparation for the 2016 Election in line with the Department's mandated responsibilities.
Future of Law Enforcement Programme	Progression of work within the Future of Law Enforcement portfolio.
Joint Emergency Services Control Room	Implementation of a joint emergency services control room for operation by Guernsey Police, Guernsey Fire & Rescue Service and St John Ambulance & Rescue Service to enhance coordinated service-delivery from January 2015.
Replacement of Guernsey Police central IT software	Replacement of Guernsey Police's existing central IT software to support greater efficiencies and enhanced work-flow processes.
Restructure of Law Enforcement Programme	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.
2017	
Accommodation Project	Continuation of essential work on the Department's accommodation portfolio with a view to generating efficiencies in line with the Strategic Asset Management Plan.

DEPARTMENT RESOURCES

FINANCE

The Department has welcomed the enhancements to the SAP integrated business system used by the States of Guernsey. In particular the opportunity has been taken to reorganise the accounts structure of the Department to ensure that going forward costs are monitored and controlled on the basis of deliverables and outcomes. This will enable the more effective management of services and assist decision-making when the Board or the States wish to decide upon the future of a particular area of service provision.

The States of Guernsey accounts are published in February 2014 and relevant Department information for 2013 will be made available on the States of Guernsey website at that point.

STAFFING

Figure 1: 2013 Staffing numbers by Service Area

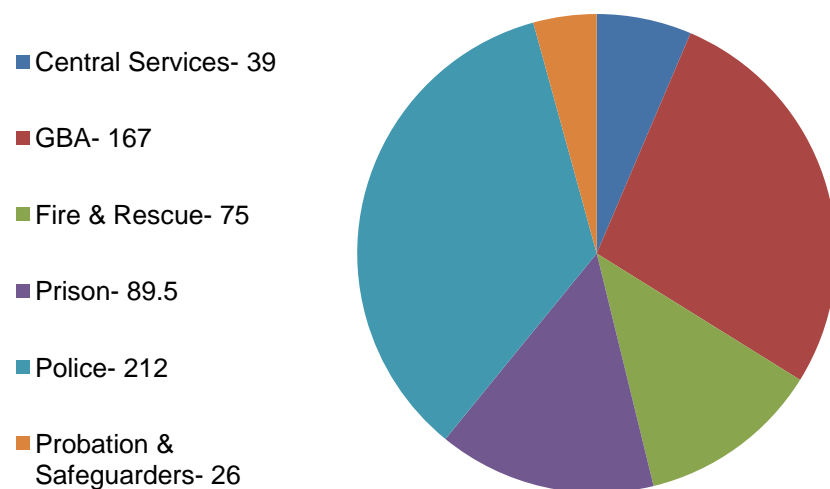
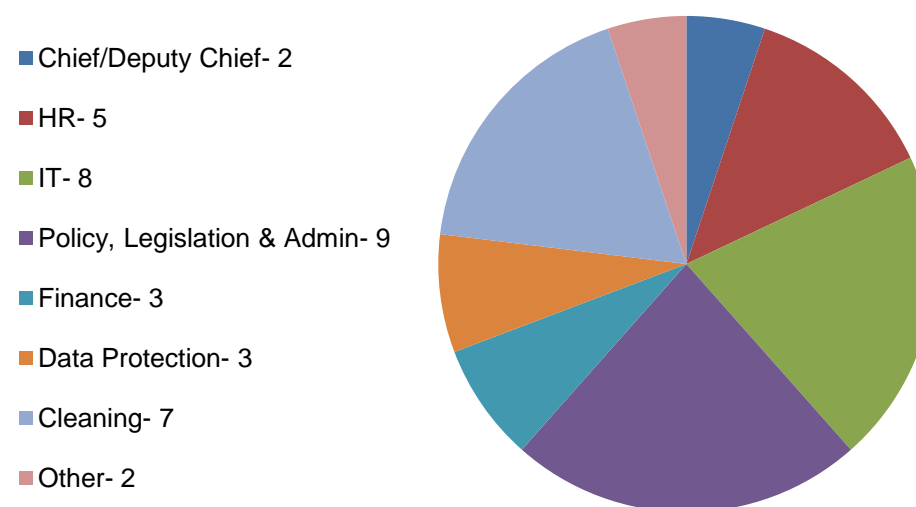


Figure 2: Central Services Staffing Numbers 2013



OPERATIONAL SERVICES: OBJECTIVES & PRIORITIES

This section sets out service-specific business objectives for each of the Department's constituent Operational Services and identifies these individual Services' priorities for the period 2014 - 2017.



GUERNSEY FIRE & RESCUE SERVICE

The business objectives of the Guernsey Fire & Rescue Service are as set out below. More information on the Service can be found at: www.gov.gg/GFRS.

Prevent	Promote Community Fire Safety and, in partnership with the community, aim to reduce the number of fires as well as accidents and emergencies in the home so as to prevent loss of life, reduce the severity of injury and minimise the devastation caused by fires, accidents and other emergencies.
Protect	Ensure that commercial premises comply with the requirements of the Fire Services (Guernsey) Law 1989, as amended.
Respond	Respond to and deal with all emergencies, including Special Services, with the appropriate skills and resources.

Service Priorities

2014	<p>Carry out a targeted safety initiative during the year that responds to the most prolific cause of fire in 2013.</p> <p>Use the SAP and MIS systems to ensure full potential is realised.</p> <p>Focus on delivery of FTP projects, whilst maintaining front line services.</p> <p>Ensure effective operational capability is being delivered through close performance monitoring.</p> <p>Support the development of a single Joint Emergency Services Control Facility within the Island.</p>	2015-2017	<p>Carry out a targeted safety initiative each year that responds to the most prolific cause of fire in the previous year.</p> <p>Develop a succession planning policy to ensure that a sufficient pool of potential candidates for promotion is maintained.</p> <p>Work with other Departments and agencies to encourage the development of a more protective built environment in Guernsey.</p> <p>Work with other agencies to ensure the protection from fire of vulnerable individuals within our community</p> <p>Investigate the risks and benefits of developing a more self-reliant on-island operational training programme, to seek a reduction in travel costs and reliance on off-island training providers.</p> <p>Investigate the long-term accommodation requirements of the Fire & Rescue Service in Guernsey.</p> <p>Investigate the large number of Road Traffic Collision incidents in the island, to develop proposals for actively reducing their number and severity.</p>
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GUERNSEY PRISON SERVICE

The business objectives of the Guernsey Prison Service are as set out below. More information on the Service can be found at: www.gov.gg/prison

Secure	Provide a secure environment for those committed to custody by the Courts.
Develop	Provide offenders the opportunity to acquire the practical skills to support their personal development and achieve qualifications so as to reduce the likelihood of them reoffending in the future.
Pathways	Provide offending behaviour programmes where appropriate and in conjunction with appropriate partners so as to tackle the causes of offending behaviour.
Respect	Maintain high standards of care and treat people decently and fairly.
Order & Control	Have appropriately trained and qualified staff in positions to maintain order and control when administering prison regimes.
Administration	Deliver efficient administrative services to support the overall effectiveness of the Prison and its contribution to other partner agencies.

Service Priorities

2014	Achieve finance and efficiency targets	2015-2017	Development of Pre-Release course (2015)
	Prepare for Inspection by Her Majesty's Inspectorate of Prisons (HMIP)		Recruit further trainee Governor (2015)
	SVQ custodial care training for officers		Replacement Prison Wings (2016 onwards)
	Implementation of Prison law, Ordinances and Regulations 2014		Consider expansion of Vocational training courses (2016)
	In-cell Telephony		
	Embed new management structure		
	Approval to retain life sentence prisoners in Guernsey Prison		
	Security Upgrades including new perimeter		
	Expand education provision to 50 weeks per annum		



GUERNSEY PROBATION SERVICE

The business objectives of the Guernsey Probation Service are as set out below. More information on the Service can be found at: www.gov.gg/probation

Advise	Provide appropriate and expedient advice to the Courts and the Parole Review Committee on offending behaviour, public protection and risk management.
Supervise	Supervise serious violent and sex offenders under Multi-Agency Public Protection Arrangements (MAPPA).
Offender Management	Deliver effective offender management and reduce the risk of further offending behaviour.
Community Service	Provide a Community Service Scheme as an effective sentence for the courts to impose unpaid work in the community as an alternative to a custodial sentence.
Victim Focus	Promote positive outcomes for victims.

Service Priorities

2014	<p>Contribute to Criminal Justice Working Group to promote evidence based community sanctions</p> <p>Engage in review of early release provision to promote predictable release date</p> <p>Promote and develop Restorative Justice in prison and community caseload, maintaining as a victim focussed intervention</p> <p>Implement the new MAPPA procedures and provide training for MAPPA chairs</p> <p>Develop good practice in management and treatment of sex offenders and high risk domestic abuse perpetrators</p> <p>Work toward full audit of probation and community service practice (including self assessments and external moderation)</p>	2015-2017	<p>Develop Integrated Offender Management scheme with the Police targeting prolific offenders</p> <p>Contribute to development of adequate provision for the management of mentally disordered offenders (Integration of CJ and MH&WB)</p> <p>Put in place ongoing professional development for all staff incorporating management training for succession planning</p>
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SAFEGUARDER SERVICES

The business objectives of the Safeguarder Services are as set out below. More information on the Service can be found at: www.gov.gg/safeguarders

Advise	Provide appropriate and expedient advice to Family Courts and the Child, Youth & Community Tribunal process.
Safeguard	Safeguard the interests of children in Family Court proceedings.
Mediate	Provide an effective Mediation Service for parties of Family Court proceedings in line with best practice and national standards.

Service Priorities

2014	Consolidate the “Children First” Programme	2015-2017	Continue to provide a quality service within budget
	Train a Safeguarder to be the Mediation Supervisor		Ensure there is on-going training for professionals in supporting child witnesses and victims within the court process
	Establish a consistent approach to report-writing		Consolidate the coordination of the “Children First” Programme and mediation
	Training for Advocates, Social Workers and Safeguarders regarding cross-examination and support for child victims.		Provide ongoing training for mediators
	Consolidate the process for Findings that have been made in Court to inform the new Sex Offenders Law		



GUERNSEY POLICE

The business objectives of the Guernsey Police are as set out below. More information on the Service can be found at:
www.guernsey.police.uk

Security	Ensure the Bailiwick continues to be a safe and secure environment in which to live and work
Anti-Social Behaviour	Respond effectively to anti-social behaviour within the Bailiwick
Crime	Reduce levels of volume and acquisitive crime
Road Safety	Enhance road safety within the Bailiwick
Community Engagement	Provide a professional, responsive police force serving our communities
Resource Management	Effectively and efficiently manage all Force resources

Service Priorities

2014	Delivery of change management programme to support efficiencies	2015-2017	Accommodation
	Delivery of FTP work-streams, including Rationalisation of Law Enforcement Phase 1 & Accommodation		Rationalisation of Law Enforcement (Phase 2)
	Replacement of Guernsey Police central IT software		Mobile Data Transmission
	Support the development of a single Joint Emergency Services Control Facility within the Island.		
	Communications Strategy		
	Review of relevant law enforcement legislation as part of the Future of Law Enforcement Programme		
	Succession Planning		
	Police Firearms Licensing		



GUERNSEY BORDER AGENCY

The business objectives of the Guernsey Border Agency are as set out below. More information on the Service can be found at: www.gov.gg/GBA

Increase Risk	Build knowledge and understanding of assigned cross border crime and increase the risk to cross border criminals operating across the Bailiwick.
Prevent & Combat	Prevent and combat financial and economic crime.
Secure	Secure the Bailiwick borders, protect its citizens, environment and other interests thorough the enforcement regimes.
Collect	Collect and protect the Bailiwick customs and excise revenue at the border, and where necessary inland.
Prevent & Combat	Prevent and combat drug trafficking offences as defined by the Drug Trafficking (Bailiwick of Guernsey) Law 2000, as amended.
Administer	Process applications for British passports in the Bailiwick of Guernsey and administer extended Immigration Acts and Rules on behalf of the Lieutenant Governor.

Service Priorities

2014	Develop and deliver all projects within the Restructure of Law Enforcement Programme	2015-2017	Implications to resources and structure following implementation of new passport system.
	Ensure that the Economic Crime Directorate ("the ECD") is adequately resourced and funded		Implementation of the e-manifest system within Customs and Excise (Project EMLi).
	Ensure that the ECD effectively contributes to the Bailiwicks mutual evaluation		Phase 2 of the Restructure of Law Enforcement Programme.
	Develop a self-funding model for ECD*		E-Borders
	Implementation of a new passport application system		Develop framework to deliver the standards sufficient to meet with the 5 th round of mutual evaluation (2016).
	University of the Channel Islands in Guernsey – would be resource implications for the Immigration and Nationality Division.		

*To achieve agreement with respect to the provision of sufficient financial support from the seized asset fund and to develop a self funding model for ECD.

CENTRAL SERVICES

The role of Central Services is to ensure the progression of the Department's mandate and to provide essential support to the Operational Services in their delivery of key workstreams. Department HR, Finance and IT teams are based within Central Services to provide satellite support to all of the Operational Services. The Policy, Legislation & Administration Team is otherwise responsible for policy development, project management and project support to the Operational Services in delivering department priorities.

The business objectives of the Home Department's Central Services are as set out below.

Regulate	Process applications for permits expediently and provide appropriate advice to the public and local industry in areas of liquor licensing and gambling to ensure best opportunity for adherence to relevant legislation.
Generate	Generate and maintain the electoral roll for use in local elections and provide an expedient service to the public where applications for credit reference certificates are made.
Coordinate	Identify and monitor risks and develop corresponding plans by which to coordinate all responding agencies in the event of a major incident or emergency and subsequent recovery.
Administrate	Deliver efficient administrative and secretariat services to the Home Department, its partner agencies, and also the Independent Panels.
Communicate	Share and exchange appropriate information relating to the Department both internally within the States of Guernsey and externally with the public, service users and local industry.
Facilitate (IT)	Provide appropriate and expedient professional IT services in order to progress the mandate and priorities of the Home Department.
Facilitate (Finance)	Provide appropriate and expedient professional finance services in order to progress the mandate and priorities of the Home Department.
Facilitate (HR)	Provide appropriate and expedient professional HR services in order to progress the mandate and priorities of the Home Department.