



SAINT HELENA **AUDIT SERVICE**

Review of the Police Service Strategic Plan 2009/10



**FINAL
VALUE FOR MONEY REPORT
V11 – May 2011**

Value for Money audits are conducted by the Audit Service on behalf of the Legislative Council, in order to determine whether St Helena Government resources have been used with proper regard to economy, efficiency and effectiveness.

CONTENTS

Executive Summary.	3
Introduction	5
Performance Against Business Plan Targets	5
Police Staffing Levels	6
The Utilisation and Performance of the Police Dogs	7
Allowance Payments to Police Officers Incompliance with Police Force Ordinance CAP 132	8
Southern Oceans Police Advisors Report	9
Conclusion	10
Appendices:	
A. Audit Opinion Definitions	13
B. Scoping and Resourcing	13
C. List of Persons Consulted	14
D. Performance against Strategic Objectives and SMART Analysis	15
E. Southern Oceans Police Advisor Recommendation Status	21

Report Distribution:

Chief of Police, Chief Secretary, Financial Secretary, Legislative Council, Public Accounts Committee and Audit Committee.

EXECUTIVE SUMMARY

This review forms part of the Value For Money (VFM) Audit Plan 2010/11. The objective of the audit was to assess the efficiency and effectiveness of the Police Service during 2009/10, by reviewing performance against the Business Plan objectives.

The St Helena Police Department provides policing services to St Helena and Ascension and provides the only internal security for the Islands. The Police Service is regulated by the Police Force Ordinance CAP 132 and Police Regulations 2000. Their mission is to serve the people, protect and preserve life and property and promote a safe and secure environment.

Based upon the work undertaken and the findings detailed in the body of this report, the overall opinion is given below. The range of possible audit opinions given for Value for Money is Good, Adequate and Inadequate. Definitions of the audit opinions can be found in Appendix A.

ADEQUATE	Management arrangements are generally conducive to achieving Value for Money – but further important enhancements could be made.
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The Police Service supports the St Helena Government (SHG) Goal 2 - a 'Healthy Community in a Safe Environment' and Strategic Objective 2.2 – Develop a Safe Environment. Within the Police Service Strategic Plan for 2007-10, there were nine objectives consisting of highest ethical standards, citizen-focussed policing, reducing overall crime, bringing more offenders to justice, improving public safety, to provide improved care and assistance to the public, retain/recruit skilled motivated workforce, efficient and effective use of funds and successfully manage the continuously changing environment in support of policing.

The Police Service had nine strategic objectives for the period 2009/10 including thirty five sub-objectives and targets. Only thirteen of these sub-objectives were achieved for the period. Because of the non-achievement of the majority of the sub-objectives, none of the nine overall strategic objectives were achieved for the period.

We found that inadequate staffing levels, due the lack of retention of qualified and skilled officers, was the key factor that contributed to the low performance in a number of areas in the plan.

The action taken to address the vacancies in the short term is commended. Further action must be taken to recruit long-term local Police Constables, a strategy needs to be developed which focuses on local recruitment and should include incentives to encourage people to join the Police Service. Management should consider revising pay scales, improving working conditions such as shift patterns, on-call procedures and reviewing pension options in line with other Police Services such as the UK.

Consideration should be taken to seriously consider the introduction of 24/7, which would significantly reduce overtime costs and address the failings in the current shift system.

A review of compliance with the Police Force Ordinance CAP 132 to ensure the nature of allowance payments to Police Officers proved that all payments tested were in compliance with the requirements of the ordinance.

The Police Dog Service, which contributes to the strategic objective of 'Reducing Crime' was reviewed. The Service supports the strategic objectives and contributed to a variety of activities including drug searches, customs duties, yacht searches and random checks of HM Prison.

We have made two recommendations which are rated 'high' priority for implementation by management, which can be seen in the recommendation plan.

The assistance given by the Police Service, SHG staff and third parties is acknowledged and a list of those involved is included in Appendix C.

Introduction

- 1.1** The main findings and conclusions are presented here and are based upon the actual work undertaken and evidence gathered.
- 1.2** The Police Service is one of five sections that make up the Police Department of the St Helena Government. The remaining sections are:
- Immigration;
 - Fire & Sea Rescue;
 - HM Prison; and
 - Traffic.
- 1.3** The Police Service aims to respond to the public need by developing community policing and focusing on solving crimes. These measures, combined with high visibility policing, aim to raise public confidence in the Police Service and to demonstrate that as a Service they are responsive to the needs of the community.
- 1.4** The Police Service works towards SHG Goal 2 – A Healthy Community in a Safe Environment strategic objective 2.2 – Development of a safe environment.
- 1.5** The use of the Police Service vehicles and home-to-work transport has not been reviewed as part of this work and will form part of a larger review in 2011/12 covering the efficient use of SHG vehicles.

Performance against Business Plan targets

- 1.6** We reviewed the Police Service Business Plan for the period 2007 - 2010 against the objectives and performance targets for 2009/10 to determine their achievements. There

are nine strategic objectives for the Police Service which range from highest ethical standards and citizen-focussed policing to efficient and effective use of the service funds.

- 1.7** Of these nine objectives there are thirty five sub-objectives with corresponding performance measures and targets to assist with the achievement of these objectives.
- 1.8** We found that a number of sub-objectives were not SMART (Specific, Measurable, Achievable, Relevant and Timely) and the performance against these targets could not be appropriately assessed (See Appendix D). Without appropriate targets the service cannot adequately assess their performance.
- 1.9** A review of the Police Service Strategic Plan performance measures, targets and timeframes for 2011-2014 revealed that there has been a significant improvement in this area and therefore a recommendation has not been made with regards to the inclusion of SMART performance targets
- 1.10** Thirteen of the sub-objectives were achieved during the period 2009/10. Police activity reports were issued to the media every week, no complaints were made by arrested persons during the period, all persons arrested were fingerprinted and photographed, and a fingerprint database is up and running in liaison with Kent County Constabulary. All officers retained their accreditation in personal safety for the period and one disaster management exercise was delivered by John Watt, Disaster Management Consultant. Further the budget was in line with expectations for the period.

1.11 The achievement of these sub-objectives contributed to the strategic objectives, which were the highest ethical standards, citizen-focussed policing, reduction in overall crime, bringing more offenders to justice, the improvement of public safety, retention/recruitment of a skilled motivated workforce, efficient and effective use of funds and management of the policing environment.

1.12 Detection rates on St Helena are far higher when compared with a UK-based Police Service and this is to be commended. A comparison of the St Helena Police Service with a UK based Police Service is compared in the table below.

Detection Rates		
2009/10	UK	St Helena
Overall Crime	27.8%	66%
Violent Crime	44%	94%
Burglary	12.7%	33%
Drugs	94.1%	100%

1.13 The overall crime rate detection in comparison to UK is approximately 38% higher; violent crime being 50% higher and burglary of 20% higher. This is mainly attributable to good local knowledge and community policing.

1.14 Although some of the sub-objectives set against the overall Strategic Objectives for the service were achieved, none of the overall strategic objectives for the service were fully met during the period 2009/10.

Police Staffing levels

1.15 The major factor affecting the performance of the Police Service during the period is the level of staffing and the high level of ongoing vacancies. Staffing resources are difficult to manage due to the limited interest locally in working for the Police Service. This is due to a number of factors, including unsociable working hours, working shift patterns, comparatively poor remuneration and rewards compared to other services within SHG, and the stigma of working for the Police Service on St Helena.

1.16 During the period 2009/10 the high levels of vacancies affected the delivery of the Strategic Plan. Vacancies for Police Constables were high, running at three vacancies throughout the year. The role of Police Constable is very difficult to fill and the Police Service have turned to overseas recruitment to fill the vacancy gap, in order to ensure that the staffing levels are up to an acceptable level. This equally applies to the role of the Police Sergeant during the period.

1.17 The greatest threat to the Service is retention, which could lead to an inexperienced and under-strength Police Service as experienced officers leave the Service.

1.18 Additional funding has been requested to recruit Police Officers from abroad on a local St Helena remuneration package. This would include one Sergeant and three Police Constables. Advertisements for these roles were issued in February 2011 and interviews carried out in April 2011 with a start date of around July 2011. The filling of these posts would significantly improve the staffing

issues within the Service and address the concerns over experience. Further, local officers would benefit from the overseas officers through the sharing of knowledge and training. The action taken to address the vacancies in the short term is commended. However, further action needs to be taken to recruit local Police Constables on a long term basis. A strategy needs to be developed which focuses on local recruitment and should include incentives to encourage people to join the Police Service. Management should consider revising pay scales, improving working conditions such as shift patterns, on-call procedures and reviewing pension options in line with other Police Services such as the UK (see Recommendation 1).

1.19 Currently there is a 'Three Shift System' in operation, days, evenings and on-call.

1.20 The day shift runs from 08.00 to 16.00 hours, eight hour shift, Sunday to Thursday, and from 08.00 to 20.00 hours, 12 hours shift, Friday and Saturday.

1.21 The evening shift consists of a leader and two officers and the shift runs from 16:00 hours to Midnight, Sunday to Monday and between 20.00 to 04.00 Friday and Saturday. This is when officers carry out normal duties such as investigations and normal beat duties.

1.22 Between the hours of Midnight and 08:00 hours Sunday to Monday and 04.00 to 08.00 Saturday and Sunday Police officers are on call and no police patrols are in operation. Officers are contacted at home if they are needed to respond to an emergency, by the Prison Service as the calls are diverted to them. Therefore, during these

times no police patrols or on beat patrols are in operation

1.23 It is recommend that the Police Service review their hours of work to provide a 24/7 service, further this would also address the need for on call policing which can result in officers being called out several times during the night. This reinforces the perception that the role is anti-social and further adds to the problem of staff retention (see Recommendation 2).

1.24 The Acting Chief of Police commented that the 2009/10 financial year was a year in which there were a number of changes due to movement of managers and loss of staff, including experienced Officers. It was also a period with major incidents which detracted from delivering the service; resulting in the service not achieving some of their objectives in the Service Plan.

The utilisation and performance of the Police Dogs

1.25 As part of this review we looked at the utilisation and performance of the Police Dogs.

1.26 In 2010 two German Shepherd dogs, known as Alsatians, joined the Police Service Team. They are not owned by the department but are working with the part-time police dog handlers. A review of the Police Dogs service performance was planned in March 2011, ahead of consideration of permanent contracts by the Police Service.



1.27 The purpose of the Police dogs is linked to the Strategic Plan 2010-2013 which is to 'reduce crime' supporting SHG Goal Number two – A healthy community in a safe environment.

1.28 In addition to Police activities a full service is provided to Customs where yachts are boarded with the drugs dog and handler. Regular checks are carried out on the RMS and the baggage area in the Customs terminal at the wharf as well as random checks in Her Majesty's Prison, Jamestown.

1.29 They are intelligent animals who have a keen sense of smell and are trained in the areas of narcotics, search and rescue and public order as well as other general duties.

1.30 A weekly record of the dogs activities are kept by the dog handlers so that a record of their performance can be maintained. Areas also include school visits, weekend and Public Holiday support.



1.31 A report on the visit of the Southern Oceans Police Advisor in February- March 2009 dated May 2009 identified the need for a general purpose police dog to be used for searching as well as deployed in public order context if required. This is also one of the purposes for acquiring the two Alsatians.

1.32 The utilisation of the Police Dogs by the Police Service is considered to be adequate.

1.33 The Police Force Ordinance CAP 132 outlines the nature of allowances that can be paid to Police Officers. We reviewed the allowance payments to Police Officers to confirm compliance with this ordinance.

1.34 Actual expenditure for 2007/08, 2008/09, 2009/10 was reviewed. Salaries were the highest expenditure by a considerable margin, with allowances being next in line.

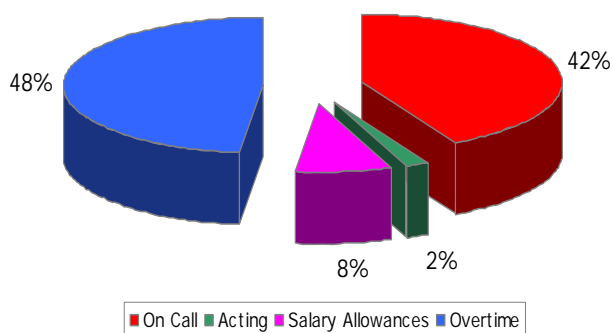
1.35 Allowances for the period 2009/10 were extracted from the Finance Accounting records for the Police Service and tested. Transactions were traced to their originating documentation to determine the nature of the payments to ensure payments were in accordance with the Police Force Ordinance CAP 132.

1.36 Approximately £27,000 was paid to Police officers for the period 2009/10, in respect of allowances. The nature of the allowances paid in the period consisted of overtime, clothing allowance, acting allowances and on call allowances.

1.37 Approximately £11,500 was incurred for 'on call' allowances, £500 for acting allowances, £2,200 on salary allowances (including clothing), and £13,100 on overtime. The pie chart below analyses this information into percentages.

Allowance payments to Police Officers in accordance with the Police Force Ordinance CAP 132

Pie chart showing the percentage of allowance payments in 2009/10



1.38 On call and overtime contributed to the majority of the payments in the period with acting allowances being of the smallest value of payments. This further strengthens the argument to review the current shift system. Providing 24/7 policing would result in a significant reduction in overtime, which is currently paid to officers attending on-call duties.

1.39 We can confirm that the allowance payments made to Officers, in the period 2009/10 based on our testing, were in accordance with the Police Force Ordinance.

Southern Oceans Police Advisors report

1.40 During February – March 2009 the Island was visited by the Police Advisor Keith Munns. His Terms of Reference for the visit included discussions with Management and Senior Officials within Government, a review of the prison facilities, Prison Management and criminal justice strategies and working practices. Assessment of key prisoner treatment issues and the treatment of the young and people with mental health problems were reviewed as well as criminal record information. This resulted in a written report with recommendations to The

Overseas Territories Department and The Governor of St Helena.

1.41 The report, dated May 2009, included thirty recommendations for the Police Service. To date seventeen of these recommendations have been completed. The remainder, three of which are rated 'high' priority and ten 'medium' are in progress.

1.42 The first of the high priority recommendations includes the building of new cell accommodation at the rear of Ogborn House in Jamestown. Funds to build a new prison have been approved in principle. The next high priority recommendation was for the St Helena Government to establish a police public complaints procedure. A proposal was made that the current legislative Council adopt a portfolio committee system which includes Home and International Committees and has responsibility for overseeing complaints against police. This is still under consideration.

1.43 The last of the recommendations that have not been implemented is in relation to the implementation of a joint working group to improve the current method of exchanging criminal record information for deportations or other sensitive issues between the Falkland Islands and other South Atlantic Overseas Territories and the UK. A working group has yet to be set up.

1.44 Those recommendations that have not been implemented and their status to date can be seen in Appendix 2. Overall, good progress has been made with the implementation of the recommendations made.

CONCLUSION

1.45 The Police Service had nine strategic objectives for the period

2009/10. Included with these nine strategic objectives were thirty five targets for achievement. Performance against these targets revealed that thirteen of these targets were achieved in the period.

1.46 The remaining twenty two of these targets were not achieved. Staffing levels and the loss of experienced and qualified staff contributed to the low achievement of the Strategic Objectives for the Police Service. We therefore recommend that the Police Service take measures to address the staffing issues to ensure that an effective service can be provided to the public and to meet their overall strategic objectives (see Recommendation 2).

1.47 Vacancy levels within the service have been significant. The action taken to address the vacancies in the short term is commended. Further action must be taken to recruit long-term local Police Constables, a strategy needs to be developed which focuses on local recruitment and should include incentives to encourage people to join the Police Service. Management should consider revising pay scales, improving working conditions such as shift patterns, on-call procedures and reviewing pension options in line with other Police Services such as the UK (see Recommendation 1).

1.48 Further officers are currently paid overtime for attending on-call duties, 24/7 policing would significantly reduce overtime costs and serious consideration needs to be taken to revise the current shift system.

1.49 The review and testing of the allowance payments made to Police Officers during the period 2009/10, found payments to be in accordance with the Police Force Ordinance. We identified no weaknesses in this area.

1.50 The utilisation of police dogs has continued to be successful in assisting with the achievement of reducing crime in St Helena. The training programme is ongoing and updates on the dog's progress are covered by the media services.

1.51 Progress against recommendations made by Keith Munn the Southern Oceans Police Advisor is commendable. Of the thirty recommendations made by the advisor, seventeen of these have been implemented and good progress has been made on the remaining recommendations.

	RECOMMENDATION	Officer responsible for implementation	Priority	Implementation expected to be complete by: (Month, Year)	Management Comments
1	<p>The greatest threat to the Service is retention, which could lead to an inexperienced and under-strength Police Service as experienced officers leave the Service.</p> <p>The action taken to address the vacancies in the short term is commended. But further action needs to be taken.</p> <p>We recommend in order to recruit local Police Constables, a strategy needs to be developed which focuses on local recruitment and should include incentives to encourage people to join the Police Service; management should consider revising pay scales, improving working conditions such as shift patterns, on-call procedures and reviewing pension options in line with other Police Services such as the UK.</p> <p>Further, 24/7 policing and changes to the on-call system would significantly reduce</p>	Chief of Police	HIGH	October 2011	<p>The St Helena Police will submit a Business case to address Pay and conditions of service, which will also form part of the budget negotiation for the next DAPM.</p> <p>From October it is hoped that the service will have approval for finances to recruit a further sergeant and three constables so the service can revert back to 24/7 policing.</p>

	RECOMMENDATION	Officer responsible for implementation	Priority	Implementation expected to be complete by: (Month, Year)	Management Comments
	overtime costs and therefore it must be considered as part of the strategy.				
2	<p>Performance against the strategic objectives for the police service revealed that only thirteen of thirty five targets were achieved for the period 2009/10.</p> <p>Staffing levels and the loss of experienced and qualified staff contributed to the low achievement of the Strategic Objectives for the Police Service.</p> <p>We therefore recommend that the Police Service take measures to address the staffing issues to ensure that an effective service can be provided to the public and to meet their overall strategic objectives.</p>	Chief of Police	HIGH	October 2011	<p>The St Helena Police will submit a Business case to address Pay and conditions of service, which will also form part of the budget negotiation for the next DAPM.</p> <p>From October it is hoped that the service will have approval for finances to recruit a further sergeant and three constables so the service can revert back to 24/7 policing.</p>

AUDIT OPINION DEFINITIONS

Every Value for Money audit concludes with an overall opinion based upon individual opinions that are applied to each of the review areas identified in the scope of the audit. The range of opinions, together with an explanation of their meanings, is as follows:

<i>Value For Money Opinions</i>	
GOOD	Management arrangements are conducive to achieving Value For Money and only minor enhancements, if any, can be identified.
ADEQUATE	Management arrangements are generally conducive to achieving Value For Money – but further important enhancements could be made.
INADEQUATE	Management arrangements are not considered to be adequately conducive to achieving maximum Value For Money.

SCOPING AND RESOURCING

To assess whether resources were used with regard to economy, efficiency and effectiveness, the Audit Service assessed the following:

- Performance against targets for the police service for the period 2009/10;
- Police Staffing levels and the affect on the performance of the service;
- The utilisation and performance of the Police dogs;
The nature of allowance payments to Police Officers for compliance with the Police Force Ordinance CAP 132.

This was done by:

- Review of the Business plan for the financial years 2009/10 for progress against objectives and targets;
- Review of the Strategic plan for the service for 2011-2014;
- Interviews and correspondence with management of the Police Service;
- Review of the report on the visit of the Southern Oceans Police Advisor and action plan;
- Review of expenditure payments for 2009/10 in respect of allowance payments to officers for determination of the nature of payments.

LIST OF PERSONS CONSULTED

The assistance given to the Audit Service by all those listed below during the course of the audit is acknowledged.

Names	Title
Peter Coll	Chief of Police
Jackie Robinson	Administration Officer
Jeffrey Ellick	Deputy Chief of Police
Merlin George	Ast. Superintendent of Police
Elaine Hopkins	PA to the Chief of Police
Alison Wade	Temp. Administration Officer
Vanessa Henry	Clerk (CID)
Fiyanna Maggott	Immigration Officer
Geraldine Youde	Senior Clerk

APPENDIX D

	Action	Performance measure	Target	Is this target SMART?	Target met?
Strategic Objective 1: Highest Ethical Standards					
1	(a) Carry out a programme of equal opportunities training to ensure all staff are aware of the importance of treating people fairly	No of reports made against Police	Reduce the number of complaints made against Police	No	No
2	(b) Carry out a programme of training on the Service on the new policy of Fairness at Work and monitor the number and causes of fairness of work.	Number of recorded reports of fairness at work.	All officers trained in Fairness at Work Policy.	No	Yes
3	(c) Monitor Consistency of decisions to caution, prosecute or take no further action on criminal cases	Number of complaints received from the public on course of action taken by the Police	All Officers to comply with Cautioning Guidelines and Prosecution Policies.	No	Yes
4	(d) Continue to implement approved Legislation on Police & Criminal Evidence Procedures that give clear directions on the detention, questioning and treatment of detained persons and the processing of evidence	Number of complaints against Police for detention, questioning and treatment of detention	Reduce to no more than 5 the number of complaints made against Police	Yes	Yes
Strategic Objective 2: Citizen Focused Police					
5	(a) Improve victim satisfaction	% user satisfaction on the Police Service delivery to victims and witnesses	90%	Yes	No
6	(b) Victim Support Group	Number of volunteers to form	Establishes Victim Support Group	No	No

		the group			
	Action	Performance measure	Target	Is the target SMART?	Target met?
7	(c) Improve community engagement	(a) Monitor Officers work sheets (b) Monitor number of repeat problems	(a) 50% high visibility on front line policing (b) Identify at least 10 repeat problems; achieve at least 50% long term solutions to these problems.	Yes Yes	No No
8	(d) Public Satisfaction Survey (PSS)	% satisfaction from people who think their local Police do a good job (PSS)	60%	Yes	No
9	(e) Accountability and modernising the force	% of complaints from arrested juveniles & persons, concerning their Detention	Reduce to no more than 4 complaints made by arrested persons.	Yes	Yes
10	(f) Police Community Consultative Forum (PCCF)	Monitor and action plan issues of public concern	Two PCCF per year.	Yes	No
11	(g) Activity Reports	All issues of public concern issued to both Media Stations.	52 reports per year	Yes	Yes
Strategic Objective 3: Reduce Overall Crime					
12	(a) Development partnerships	Reduce crime	Achieve at least 4 registered partners	No	No
13	(b) Schools Liaison Officers	Reduce crime	Deliver at least 12 presentations to the schools	Yes	No
14	(c) Improve quality of investigations	Line Manager to supervise and check case file preparation	(a) All officers to achieve their core investigation competencies	Yes	No

Action		Performance measure	Target	Is the target SMART?	Target met?
			(b) All case files to be completed within 4 weeks	Yes	No
			(c) No more than 10 crime case files outstanding at any one time	Yes	No
15	(d) Intelligence Led Policing	Police Bulletin Board to contain up to date prolific targets. Board reviewed every fortnight by CID staff	At least 3 prolific offenders to be targeted at any one time	No	Yes
16	(e) Introduce Criminal Human Intelligence Source (CHIS Strategy)	Monitor intelligence provided by registered informants.	(a) Achieve a group of 4 registered intelligence informants	Yes	No
17	(f) Performance Targets	Reduce crime	(b) To achieve an overall reduction of crime by no more than 150 with 70% detection rate.	Yes	No
			(c) No more than 12 burglaries with a detection rate of 50%	Yes	No
			(d) No more than 60 violent crimes with a detection rate of 97%	Yes	Yes
			(e) Reduced to no more than 26 the number of juvenile offending.	Yes	Yes
18	(g) Produce a five year Drugs Strategy	Reduce crime	Reduce drug related offending by 10%	No	No
19	(h) Crime Prevention Survey	Reduce crime	Crime Prevention Surveys to be carried out within 12 days upon	Yes	No

			request		
Action	Performance measure	Target	Is the target SMART?	Target met?	
Strategic Objective 4: Bring More Offenders to Justice					
20	(a) Maintain crime detection rates	Reduce crime	(a) Overall crime 70% (b) Burglaries 50%. (c) Violent crime 98%. (d) Reduce juvenile offending 5%	Yes	Yes No Yes Yes
21	(b) Maximise the effective use of Forensic Science in detecting crime	Reduce crime	(a) All convicted criminals to be finger printed and photographed. (b) Achieve fingerprint and DNA database with a UK Police Service.	Yes Yes	Yes Yes
Strategic Objective 5: Improve Public Safety					
22	(a) Reduce Anti-social Behaviour and Disorder	Reduce crime	Anti-Social Behaviour legislation approved.	Yes	No
23	(b) Officers personal safety	To perform efficient and effective arrests.	All officers to retain their accreditation in personal safety	Yes	Yes
24	(c) Comply with the Health & Safety Policy	Ensure that all Health & Safety issues are implemented.	(a) All Health & Safety issues to be addressed within 2 working days. (b) Plan to be tested on a quarterly basis	Yes Yes	No No
25	(d) Improve safety on our roads	Reduction in Road Traffic Accidents	(a) Conduct at least 6 Speed Radar Gun exercises (b) Conduct at least 6 Drink/drive	Yes Yes	Yes Yes

Action	Performance measure	Target	Is the target SMART?	Target met?	
		exercises			
26	(e) Firearms Capability	Comply with Home Office standards	(c) Carry out at least 2 Road Safety Campaigns (d) All officers to comply with the Policy for warnings/prosecutions (e) Reduce Road Traffic Accidents to no more than 90	Yes Yes Yes	Yes Yes No
27	(f) Disaster Management Training	Monitor and action plan issues arising from practical exercises	Deliver one exercise per year	Yes	Yes
Strategic Objective 6: To provide improved care and assistance to the public					
28	(a) Improve contact with the public	Monitor response in the use of telephone for emergency and non-emergency calls and response times to emergencies.	(a) All telephone emergency calls to be answered in 10 seconds. (b) Non-emergency calls within 20 seconds. (c) Attend at least 90% immediate response calls within 15 mins.	Yes Yes Yes	No No No

29	(b) Increase visibility within our community	% of officers operational times spent on frontline policing	50% of Police Officers time spent on frontline policing.	Yes	No
Action		Performance measure	Target	Is the target SMART?	Target met?
Strategic Objective: 7 Retain/Recruit Skilled Motivated Workforce					
30	(a) To ensure we have the right size workforce with the correct level of skills to meet current and future policing priorities	% of officers achieving their core competencies	All officers to achieve 80% of their core competencies	Yes	No
31	(b) To develop capable and inspirational leaders within all levels in the organisation	% of officers sitting Sgt and Inspector examinations	Officers qualified to Sgt and Inspector level.	No	Yes
Strategic Objective 8: Efficient and Effective use of Funds					
32	(a) Manage and monitor the overall service budget to ensure delivery within budget and explore opportunities for outside funding support	Year end income and expenditure compared to budget. Success funding from outside support.	Achieve budget line and outside funding support	Yes	Yes
33	(b) Maximise funding available in support of the policing plan	Submit bids in support of agreed criteria and objectives.	Achieve at least 2 bids from outside funding	Yes	No
Strategic Objective 9: Successfully manage the continuously changing environment in support of policing					
34	(a) To develop the policing style in order to meet policing objectives	Regular review on policing activities	Achievement of performance targets	No	No
35	(b) Implement policies and process which support policing priorities	Regular review on policing procedures and policies	Achievement of performance targets	No	Yes

APPENDIX E

	Southern Oceans Police Advisors report Outstanding recommendations	Status to February 2011
1	Policy review and procedures to ensure policies which exist are up to date and compliant with current legislation	Policies are reviewed on a regular basis therefore this is an ongoing target.
2	In view of the unacceptable nature of accommodation for detained persons, the opportunity to build new cell accommodation at the rear of Ogborn House should be taken forward	Funds to build a new prison has (in principle) been approved.
3	Employment of one, maybe two traffic wardens to control traffic management in Jamestown	Traffic wardens were advertised for with no applications.
4	A system of vehicle licensing be adopted where vehicles display evidence that the annual tax has been paid	The current system is considered very effective by management.
5	Police Officers and traffic wardens if appointed be given the authority to issue Fixed Penalty Tickets to motorists who commit less serious traffic offences. The system of Vehicle Defect Rectification Scheme should be reintroduced	Project Officer identified and the work is in progress.
6	The administrative burden of vehicle and dog licensing be outsourced to the Post Office thus freeing up resources to conduct core policing activities	This recommendation is seen by management not to free up resources to conduct core policing duties but will be focused on a human resources move to another department. The department will then loose this resource which is currently used to assist with Immigration and Operational Policing.
7	Firearms training should be urgently addressed at Authorised Firearms, Tactical Adviser and Commander Level and the business case for possession of fully automatic weapons either properly made or should be converted back to single shot standard police weapons as a priority	Weapons, conversion kits and targets n the process of being purchased. Firearms trainer due to arrive on 28 February 2011. Training was received in February/March and is going well.
8	A prioritised and costed training plan with clear linkage to the strategic plan be devised in respect of all identified training needs for the force and that this be utilized in the process of bidding for OTPF and DFID funding for training and development opportunities	TC funding was successfully achieved for the Chief of Police, Inspector, Sergeant and DSG Posts. DFID funding for a officer from Hampshire to assist with training and safeguarding of children ABE. Funding from SCOT programme with Dare training OTEP Funding for firearms training. This recommendation is now implemented.
9	That the collector of customs be involved in any	A joint proposal agreed between

	Southern Oceans Police Advisors report Outstanding recommendations	Status to February 2011
	work to source and establish any new form of IT based intelligence asset on island	Customs and Police for Centaur intelligence system to be accessed on St Helena. Proposal was being progressed through Head of Governors office, yet no specific funding has been identified for the product.
10	Enquiries are undertaken to source a multi purpose vessel which can be used in relation to police, fire, rescue, customs and fishery protection and that a business case be submitted for its purchase as a priority	Target date of April 2011
11	That the St Helena Government establish a police public complaints procedure	New Legislative Council adopted portfolio committee system which includes Home and International Committee. Proposal made that this committee has responsibility for overseeing complaints against police. This is still under consideration.
12	Recommended that the possibilities of instituting a system similar to 'Childline' be explored	Discussed with SCOT advisor Viv Neary in May 2010. Nothing finalised.
13	That steps be taken to better monitor and track the movements of persons who are convicted or suspected of offences in the Overseas Territories and elsewhere	Good communications exist between Police Services in Southern Oceans Overseas Territories. This includes the movements of convicted and suspected persons as well as other criminal intelligence. The request for funding to progress collaboration was not supported.
14	A joint working group is set up to improve the current method of exchanging criminal record information for deportations or other sensitive issues, between the Falkland Islands and other South Atlantic Overseas Territories and the UK	Criminal record information is freely exchanged but no working group set up yet to explore improvements to current method.
15	Recommended that the advisor pursue the possibilities of the current UK based automatic fingerprint identification system for St Helena with a view to developing a system for the South Atlantic Territories	Awaits progress of Police Advisor