

Department of Home Affairs: Delivery Plan 2022-23 QUARTER 3 UPDATE (October - December)



Our Island Plan:

Building A Secure,
Vibrant And Sustainable
Future For Our Island

Contents

<u>Minister's Foreword</u>	3
<u>About Us</u>	4-6
<u>What we do</u>	
<u>How we do it</u>	
<u>Our People</u>	
<u>Our Structure</u>	
<u>Our Vision / Values / Goals</u>	7
<u>Our Priority Outcomes</u>	7-15
<u>i. Objectives which the Department is leading</u>	
<u>ii. Objectives where the Department is playing a supporting role</u>	
<u>iii. Other Department Objectives</u>	
<u>Our Resources</u>	16
<u>Our Data</u>	17
<u>Our Strategic Risks</u>	18
<u>Glossary</u>	19-22

Minister's Foreword



Hon. Jane Poole-Wilson, MHK
MINISTER FOR JUSTICE AND HOME AFFAIRS

The Government's vision to build a secure, vibrant and sustainable future for our Island Nation reflects the core purpose of the Department of Home Affairs - to ensure community safety for all our residents. Community safety has always been a key contributor to maintaining, and improving, residents' quality of life and is a consistent driver for economic growth. Our Service areas from the Police, to Prison and Probation, Fire and Rescue Service, the Emergency Services Joint Control Room and our Civil Defence volunteers work tirelessly to ensure that everyone in our community feels safe.

Alongside the continued delivery of our services to the community, this plan sets out the work the Department will be undertaking over the next 12 months to support the strategic objectives set out in the Island Plan. We recognise the importance of addressing current risks, and ensuring we have the ability to respond effectively to emerging issues. We are also committed to look to drive efficiencies and improve the sustainability of our services.

There is a lot to deliver, and we will not do this alone. The approach of one Government and cross departmental delivery set out in the Island Plan will be key. We will seek to work collaboratively with other Departments, Agencies, Boards and Third Sector partners.

We are committed to driving forward delivery of the actions set out in this plan and we will be reporting to Tynwald in July 2022, and then annually, to provide updates on our progress, or completion of work. This process will also allow us to adjust our plans as appropriate to take account of new, or changing, priorities.

A handwritten signature in blue ink that reads "Jane Poole-Wilson".

About Us

What we do

The core purpose of the Department of Home Affairs is keeping people safe. We aim to improve the quality of life for Island residents and businesses by providing effective services for their safety, protection and security.

The Divisions of the Department support every aspect of community in the Isle of Man, working twenty four hours every day to do so.

How we do it

The operational services of the Department are:

Isle of Man Constabulary (IOMC)

Provides a full range of policing services to the people of the Isle of Man, 24 hours a day, 365 days of the year. Also responsible for the Office of Cyber Security and Information Assurance and Economic Crime.

*The IOMC is not a Division of the Department and has functional and operational autonomy to ensure separation of powers but receives finance, policy and legislative support from the Department.

Isle of Man Fire and Rescue Service

Responds to emergency events such as fire, flooding and road traffic collisions, and provides specialist services such as Hazardous Material and Technical Rescue response. It is also responsible for enforcing fire safety legislation through education, advice and inspections and providing community safety initiatives to reduce the risk to the Island's most vulnerable.

Isle of Man Prison and Probation Service

Responsible for the management of community sentences and the detention of offenders. Also responsible for the management of their release from custody, including community rehabilitation to reduce the risk of re-offending.

Communications Division

Responsible for the management, operation and maintenance of the Emergency Services Joint Control Room. Also responsible for the management, operation and maintenance of the Government's radio communications network and the provision of Site Sharing facilities for both the public and private sector at the Government owned radio sites which forms the Communications Infrastructure.

Emergency Planning and Civil Defence

Support the Emergency Services' resilience through a committed team of Civil Defence volunteers and, through the Emergency Planning Officer, assist in preparing, testing and exercising a variety of emergency plans for Government Departments and Statutory Bodies and provide advice on Business Continuity Plans.

Chief Executive's Office

Supports the operational services, the Chief Executive, and the Minister. A small central team which aids the development of policy and strategy and is responsible for; corporate governance, the Department's legislative programme, appointments and support for the Department's Committees and Independent Monitoring Bodies, multi-agency representation and Motorsport safety.

Our People: 681



329

Police

(231 Police officers,
98 support staff)



162

Fire & Rescue Service

(53 Full Time, 107 On-Call,
2.5 support staff)



141

**Prison &
Probation
Service**

35



Communications Division



13

CEO's Office

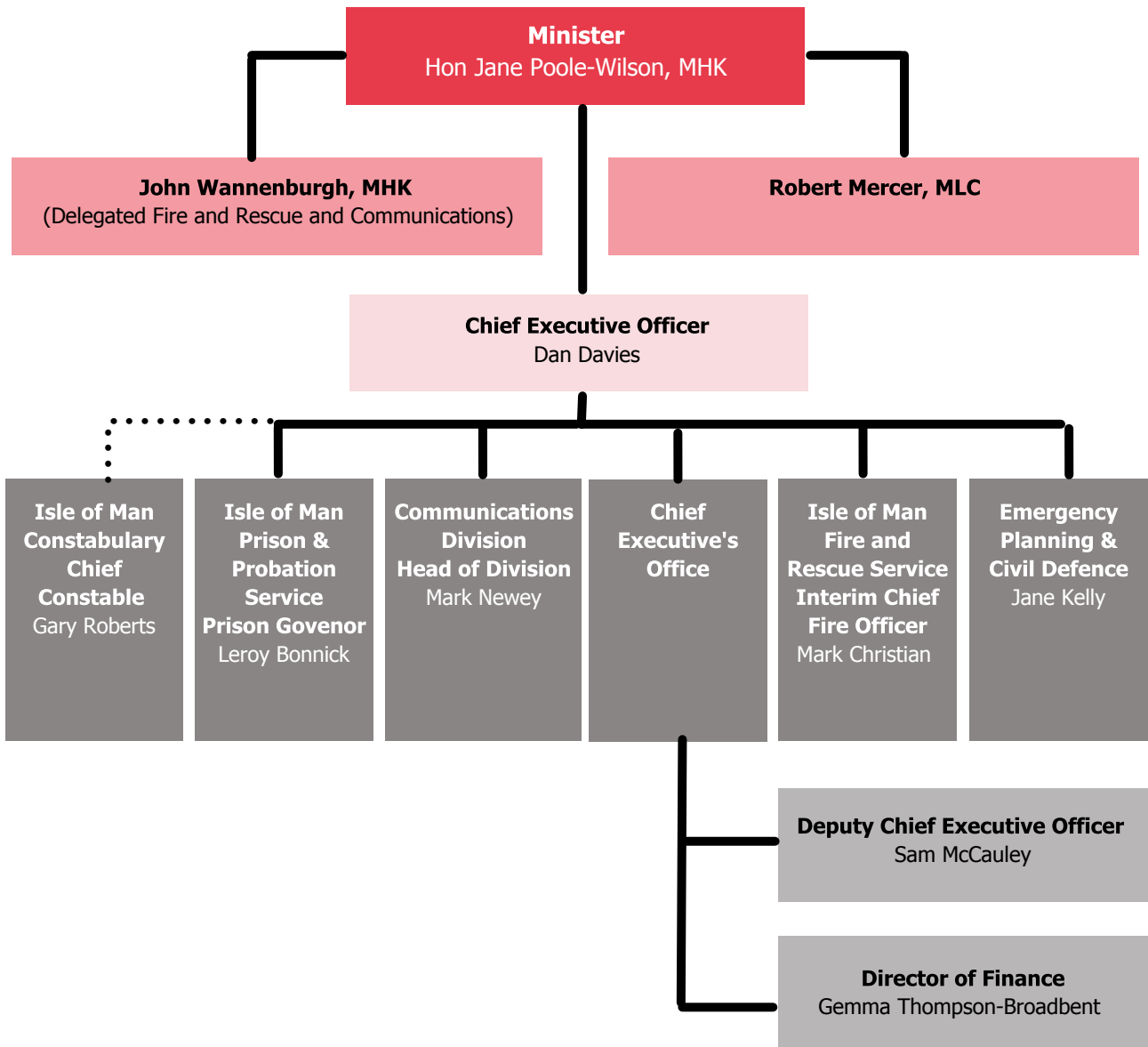


1*

**Emergency
Planning & Civil
Defence**

*1 paid post, 47 volunteers

Our Structure



Our Vision / Values / Goals

Our Department Vision

To be the safest and most secure small Island community.

Our Department Values

Trust

Commitment

Service

Collaboration

Strategic Goals: We will work with others to ensure-

We have an efficient and effective Justice System.

We support and enable community safety.

We reduce the harms that impact our communities.

Our Priority Outcomes

Our priority outcomes are aligned with the Island Plan and the Government's Vision to build a secure, vibrant and sustainable future for our Island nation. They sit across all the areas of focus set out in the Island Plan:



Building great communities;



An Island of health and wellbeing;



A strong and diverse economy;



An environment we can be proud of;



Outstanding lifelong learning and development opportunities for all.

Objectives which the Department is leading

The Department is delivering the following Island Plan objectives and below are key activities and timescales. These are living documents and we will produce quarterly updates on the status of these actions.

Please note any amendments made this quarter are highlighted in red, any deletions have been struck through, and commentary is included to provide reasoning for any changes and updates on progress.

■ Complete
 ■ On track
 ■ Risk to delivery
 ■ Not on track

What	How	We will	By when	Q3 status	Commentary
Ensure our towns and villages are clean, well-maintained and provide the basis for our people to build great communities.	Report on and update the Island's Road Safety Strategy.	Review and report on the Road Safety Strategy 2019-2029.	Report on current strategy by Dec-2022 March 2023		Not on track. Action amended to note delay.
		Deliver any updates to the strategy with clear indicators and measurements within a refreshed action plan.	By December 2022 March 2023 .		Not on track. Action amended to note delay.
		Continue to report annually.	Annually.		Complete. Report published May 2022.
Early-intervention and multi-agency approach to support and protect children and all victims of abuse.	Ensure appropriate provision of services and support is available to any victim by performing an evaluation and review of the provision of service, protection from abuse and support for adult and child victims and the vulnerable, where necessary, Ensure multi-agency intervention takes place swiftly and appropriately.	Working with the Department of Health and Social Care and Manx Care, deliver a dedicated Sexual Assault Referral Centre, offering appropriate spaces to provide immediate assistance to children and adults, support and signposting, along with forensic examinations and rooms for counselling and supported police witness interviews.	Finalise building design by April 2022 and agree service design by July 2022.		Complete. Building design finalised.
		Finalise stakeholder feedback and publish a Domestic Abuse Strategy for consultation.	Domestic Abuse Strategy published by December 2022 March 2023 .		Not on track. Action amended Q2 to note delay. Action further amended to note ongoing delay.
		Implement the Justice Reform Act 2021 which will enhance the options available to Police as an alternative to custody or other criminal proceedings which is a vital part of effective early intervention.	Justice Reform Implementation Plan published by March 2022.		Complete. <u>Implementation Plan published 24 March 2022.</u>
		Initial co-location of the Police Early Action Team with social services to support greater multi-agency intervention for young people.	By December 2022 April 2023 .		Not on track. Action amended Q2 to note delay. Revised target date of April 2023 added.
		Consideration of co-location of IOM Constabulary protective services team with partners to create a proto-Multi-Agency Safeguarding Hub.			

What	How	We will	By when	Q3 status	Commentary
		Work with Public Health to undertake a Joint Strategic Needs Assessment on "Starting well and developing well" which will address Adverse Childhood experiences.	Launch work in April 2022.		On track. Assessment work continues.
		Work with Public Health and partner agencies on suicide prevention to deliver a five year strategy, action plan and database.	Strategy and action plan produced for consultation by September 2022.		Complete. Revised delivery date Q2 to note delay. Strategy produced, subject to consultation.
		Develop Terms of Reference, considering interaction with existing Boards, and effective governance arrangements, noting that the issues for consideration are far wider than criminal justice.	Terms of Reference consulted on in December 2022.		Complete. Criminal Justice Board consulted. Cross-Agency consultation ongoing.
		Draft and consult on any required Regulations under Part Two of the Justice Reform Act 2021.	Regulations laid before Tynwald March December 2023.		On track. Revised delivery date to reflect decision to initially operate Partnership on a non-statutory footing to allow development of process and governance.
		Bring the Board Partnership into operation.	Board Partnership operational no later than April 2023.		On track. Partnership will be established in March 2023 but will be non-statutory initially.
Meet or exceed global standards and enhance our reputation as an internationally responsible and increasingly sustainable jurisdiction.	Implementation of Legal and Justice reforms to ensure our legal services and justice system is fit for purpose and meets the needs of the Island.	Develop and commission an Independent Review into Legal Services and consider recommendations for implementation of reform.	Review into Legal Services by Lord Garnier concluded by October 2022 February 2023 and recommendations to be progressed to Tynwald by February 2023 April 2023.		Not on track. Revised delivery date to reflect delay.
		Commission an Independent Review into the role of the Attorney General.	Review commissioned by March 2022.		Complete.
			Report to Tynwald by March May 2023.		Not on track. Revised delivery date to reflect delay.
		Undertake a review and update of the Criminal Justice Strategy. *This relates to and is one part of the early invention work set out above and supports the strategic goal of an effective Justice system.	Revised Strategy published in 2023.		On track.
		Effective implementation of the Justice Reform Act 2021 and Sexual Offences and Obscene Publications Act 2021.	Implementation Plans published in March 2022.		Complete. Implementation Plans published 24 March 2022.
		Appointed Day Order to implement initial parts of the Justice Reform Act 2021.	Laid before Tynwald by July 2022.		Complete. ADO made 06 Sept 2022, laid before October Tynwald.

What	How	We will	By when	Q3 status	Commentary
		Appointed Day Order to implement Part 11 of the Sexual Offences and Obscene Publications Act 2021. This will introduce provisions for automatic pardons for those convicted for a historical sexual offence (if the act in question is no longer a crime) and a disregard process where individuals can apply to have historical convictions struck from their records.	Laid before Tynwald by July 2022.		Complete. ADO made on 22 June 2022, laid before Tynwald 19 July 2022.
		Bring forward proposals for new sentencing and hate crime legislation.	Sentencing Bill to be introduced into Branches scoped in 2023.		Risk to delivery. Comprehensive review will take time and resources. To be scoped in 2023 and an amended delivery date identified.
			Targeted internal consultation with key stakeholders on hate crime legislative provisions beginning in April 2022. Bill to be introduced into Branches 2023-24.		On track. Actions split Q1 and action updated for clarity and delivery date added.
		Establish comprehensive Public Protection Arrangements across relevant agencies and Department including comprehensive training and agreed governance arrangements.	By September 2022.		Risk to delivery. Governance arrangements and guidance agreed. Training delayed, due early 2023.
		Revision and update of existing Licence Conditions to ensure the effective management of offenders within the Community.	Operational by April 2022.		Complete.
		Undertake a review of the Adjudications Guidelines and Procedures to address any deficiencies to ensure disciplinary procedures used within the Prison are appropriate and fairly applied.	No later than December 2022.		Complete. Revised delivery date Q2 to note delay. Review complete and consultation on revised guidelines underway.
	Ensure international requirements and standards are met.	Working with Cabinet Office Anti-Money Laundering Policy Team bring forward amendments to the Proceeds of Crime Act 2008 to reflect changing international standards and Anti Money Laundering/Countering the Financing of Terrorism threats.	Bill introduced into Branches in 2023-24.		On track. Action updated Q1 to reflect delivery date.
		Publish a Cyber-security strategy that meets contemporary standards.	Strategy published for consultation by July 2022.		Complete. Strategy was published on 19 July 2022 and can be viewed online here .
Support and provide the right conditions for the development, diversification, growth and opportunity for the Island's economy and business sectors.	We have a modernised and agile licencing framework which supports the night time economy.	Implementation of the Liquor Licensing and Public Entertainments Act 2021.	Functioning licensing regime will be in place by 1st November 2022.		Complete. Act came into effect 12th December 2022.
		Public consultation on secondary legislation and codes of practice.	Public consultation by July 2022.		Complete. 6 week public consultation closed 04 September 2022. Summary of Responses document published.

What	How	We will	By when	Q3 status	Commentary
People feel safe through reducing and preventing harms that impact our community.	Ensure our public safety services are collaborative, innovative, coordinated and focused on meeting the needs of our local communities.	Isle of Man Constabulary: <u>Strategic Plan and Annual Policing Plan</u> contains details: <ol style="list-style-type: none"> 1.Reduce harm caused by violence. 2.Deter and prevent serious and organised crime from entering the Isle of Man. 3.Protect vulnerable children and adults from exploitation. 4.Keep communities safe. 5.Continue to assess threats and consider the IOM Constabulary's capacity and capability to mitigate them. 	<u>Annual Policing Plan</u> <u>Chief Constable's Annual Report</u>		Complete. 2022/23 Annual Policing Plan and Chief Constable's Annual Report 2021/22 were considered at October Tynwald.
		Fire and Rescue: <u>Service Delivery Plan</u> contains details: <ol style="list-style-type: none"> 1.Protection - provide fire safety advice and risk based inspections to support building great communities. 2.Prevention - provide safety advice and work with our partners where possible to reduce the risk of harm to the Island's Community. 3.Response - provide an effective response to emergency events. 	Quarterly updates published.		On track. 2021/22 Service Delivery Plan closed. A new 4 year Strategic Plan has been developed and is being finalised.
		Prison and Probation: <ol style="list-style-type: none"> 1.Use targeted interventions for Offenders on Probation Orders to reduce their offending behaviour. 2.Supervise offenders on Community Service Orders as reparation for the crimes they have committed. 3.Address Offender behaviour and ensure effective resettlement interventions. 4.Deliver Restorative Justice programmes. 5.Facilitate effectively working with other agencies. 	Strategic Plan will be published by July 2022.		On track. Isle of Man Prison and Probation Service Strategic Plan 2022-25 published Jan 2023 and can be viewed here .
		Communications Division: <ol style="list-style-type: none"> 1.Support an effective response to 999 calls from the Emergency Services Joint Control Room. 2.Provide, manage and maintain a Government radio communications infrastructure that meets the current and future needs of the Emergency Services. 3.Finalise ESJCR staffing review and produce action plan. 	<u>Monthly activity reports</u>		On track.
					On track.
Staffing review complete September 2022.			Action added Q1. Staffing review complete.		
	Action plan no later than March 2023.		On track.		

What	How	We will	By when	Q3 status	Commentary
		Emergency Planning and Civil Defence: <ol style="list-style-type: none"> 1. Provide resilience to the Emergency Services. 2. Address strategic risks to Government through effective Business Continuity Plans. 3. Provide training and support in respect of procedures that will enhance joint working and preparing departments for a response to an incident or the implementation of an emergency plan. 	Ongoing.		On track.
	Ensure there is good support to address substance misuse.	Participate in Substance Misuse Steering Group chaired by the Minister for Justice and Home Affairs.	Ongoing.		Risk to delivery. Advisory Council on Misuse of Drugs re-established and chaired by DHA CEO. Considering how best to deliver alongside the development of the Community Safety Partnership.
	Review drugs policy and bring forward future policy to address drug misuse.	Commission a review of drugs harms.	Review delivered by September 2023.		On track. Delivery date amended Q1 to account for delay in commissioning of the review.
		Consider data and recommendations and next steps.	Policy options on drugs to be brought forward for Tynwald debate by January 2024.		On track. Delivery date amended Q1 to reflect commissioning delay.
Ensure energy, food, water and digital security.	Actively contribute to cyber resilience and information security for the benefit of citizens, consumers, enterprises and public sector organisations established on the Island through the provision of advice guidance, and awareness raising.	Publication of new Cyber Strategy.	Strategy published by July 2022.	X	Action removed. Duplication of earlier action.
		Maximise the Island's cyber resilience, through maintaining and sharing information.	Ongoing.		On track.
		Provide assurance that all government entities are operating at an appropriate level of cyber security and are ensuring the safe use of all the information they hold.	Ongoing.		On track.
Ensure education and training services are aligned to the technical, employability and interpersonal skills required for the future.	Deliver a Skills and Workforce strategy which supports those entering employment for the first time, changing employment or returning to the workforce.	Enable Rehabilitation of Offenders through a new Workshop facility which will provide support for the development of construction skills, and increasing resettlement day release opportunities.	Operational by May 2022.		Complete. Workshop facilities being installed by Prisoners.
		Consider data and recommendations and next steps.	Ongoing.	X	Added to original publication of the DHA Department Delivery Plan in error.

Objectives where the Department is playing a supporting role

The Department is also supporting the delivery of the following priority outcomes led by other Departments.

What	Accountable Department
Develop an action plan to ensure every resident has a safe and secure home.	Cabinet Office
Evaluate the 2021 pilot of Community Hub project.	Cabinet Office
Ensure new developments align with our sustainability goals, existing homes can become more environmentally friendly and Conservation Areas are protected and enhanced.	Cabinet Office
Scoping across multiple departments and services to define and deliver early intervention strategies.	Health and Social Care
Consider and where appropriate adopt approach taken in other jurisdictions (i.e. Child First approach in Wales).	Cabinet Office
Policies and services which mean that people can make healthy choices, in communities that are safe, and with infrastructure and design in towns and villages which promotes and supports health and wellbeing.	Cabinet Office
Consider policies and impact relating to demographics and population. Take account of and address demographic challenges.	Treasury
Robust technology and related infrastructure that enhance the Island as a place to live, work and invest as a tech-enabled and future ready, jurisdiction embracing the opportunities of digital technologies.	Enterprise
Consider the potential role, benefit and remit of a Children's Commissioner and Child First policy approach across Government.	Cabinet Office
To allow people to access housing in an emergency and to enable a Housing First support service.	Housing and Communities Board

Other Department Objectives

In the next 12 months, outside of our routine business the Department is committed to the delivery of the following objectives. These are living documents and we will produce quarterly updates on the status of these actions.

■ Complete
 ■ On track
 ■ Risk to deliver
 ■ Not on track

What	How	By when	Q3 status	Commentary
Ensuring our services are fit for purpose and sustainable.	Independent Reviews of: 1. Constabulary (HM Inspectorate of Constabulary) 2. Fire and Rescue Service (to be determined) 3. Prison and Probation Service (HM Inspectorate of Prisons and HM Inspectorate of Probation)	Review of the Constabulary to be completed by July 2022.		On track. HMI Report to be published Feb 2023.
		Review of Prison and Probation to be undertaken in 2023.		On track. Action amended Q2 to provide date.
		Peer Review undertaken by the National Fire Chiefs Council is due to take place in November 2022 January 2023.		Action amended Q1 as unable to commission an inspection by HMICFRS in 22/23. Action amended to reflect delay to Peer review.
	Ensure all our services are digitally enabled, using opportunities provided by technology to keep people safe and support transformational change.	Digital strategies included in all service delivery plans by 2023.		On track.
	Minimise the impact our operations have on the environment.	Publication of the Department's Climate Action Plan no later than June 2022.		Complete. <u>Action Plan published</u> June 2022.
Identify and understand carbon emissions from our buildings and other day to day operations.	To be set out provisionally in our Climate Action Plan by June 2022.		Complete.	
Refine qualitative and quantitative measures of performance to drive service improvements and measure progress against outcomes.	Initial work completed by September 2022.		Initial changes to performance reporting have been delivered. Further work required subject to resources.	
Driving efficiencies through greater collaboration and integration of services.	Creation and roll-out of Departmental Vision and Values	Ongoing.		On track.
	Develop a Blue Light Strategy including:			Risk to delivery. Building condition surveys required before feasibility studies which may impact timescales.
	1. Feasibility studies for the development of a central Blue light hub working with the Manx Development Corporation.	1. Feasibility Studies completed by December 2022.		As above.
	2. Feasibility study for a Western Regional Hub.	2. Feasibility Studies completed by December 2022.		On track.
	3. Outline consideration with Manx Care and DHSC of increased collaboration of Emergency Services.	3. Ongoing.		On track.
	Undertake an Island strategic assessment of fire risk to develop a Community Risk Management Plan.	Strategic assessment initially completed by March 2023.		Risk to delivery. Work underway to obtain data but dependent on resources and finalisation of the F&R Peer review.
Ensure effective provision of Electronic Tagging to manage offenders in the community.	Phase one of roll-out for Prison & Probation services completed in 2022.		On track. Action amended Q1 for clarity.	

What	How	By when	Q3 status	Commentary
Delivering an efficient and effective programme of Legislative Reform.	In addition to the effective implementation of the pieces of legislation aligned to the Island Plan, we will also develop the policy work to progress the following primary legislation:	The Isle of Man Government Legislative Programme has now been finalised. Policy work required to enable Bills to come forward in line with target dates as detailed:		*Delivery dates added Q1 to reflect provisional dates for introduction into the Branches.
	1. Regulation of Surveillance (Amendment) Bill – a short amending Bill to make provisions to empower the police to gain access to electronic devices where the person under investigation has refused to co-operate.	1. Drafting complete. Consultation required. Anticipate introduction into the Branches in 2022/23.		On track. Consultation early 2023.
	2. Proceeds of Crime (Amendment) Bill – to address identified areas for improvement.	2. For introduction into the Branches in 2023/24.		On track.
	3. Fire Services Bill - a short modernising piece of legislation clarifying the services provided by Fire and Rescue Service.	3. For introduction into the Branches in 2024/25.		On track.
	4. Firearms Bill - to modernise the Island's existing Firearms legislation (Firearms Act 1947 and 1968) and address operational challenges and recent issues in respect of Firearms licensing and ranges.	4. For introduction into the Branches in 2023/24. Consultation to take place regarding mental health and re-constitution of the Firearms Consultative Committee.		On track.
	5. Sentencing Bill – to modernise and improve the Island's legislation with reference to Sentencing, to remove disparities and to ensure that other key pieces of legislation that underpin the regime are updated. Aggravating factors for hate crimes, emergency workers and prison officer assaults, may also be included.	5. For introduction into the Branches in 2022/2023. Scoping to be undertaken in 2022/2023.		Risk to delivery. Comprehensive review will take time and resources. This will be scoped in 2023 and an amended delivery date identified.
	6. Interception of Communications Act (IOCA) 1988, the Theft Act 1981, and the Regulation of Surveillance Etc. Act (ROSE Act) 2006 – to modernise and reform existing legislation taking into account developments in other jurisdictions.	6. For introduction into the Branches in 2023/24.		On track.
	7. Financial Intelligence Unit (Amendment) Bill - To amend existing regulatory law, ensuring it reflects current developing international standards.	7. For introduction into the Branches in 2023/24.		On track. New action added Q1 to reflect agreed legislative programme.
	8. Hate Crime Bill - To meet with international obligations around racial discrimination/offences motivated by racial discrimination and aggravation of such offences.	8. For introduction into the Branches in 2023/24.		On track. New action added Q1 to reflect agreed legislative programme.
	9. Justice Reform (Amendment) Bill – To make additional provisions and corrections to the Justice Reform Act 2021.	9. For introduction into the Branches in 2023.		On track. New Bill added Q3 to reflect the revised legislative plan in the updated Island Plan.
	10. National Infrastructure Security Bill - To define and introduce measures to protect and secure the Island's critical national infrastructure.	10. For introduction into the Branches in 2024.		On track. New Bill added Q3 to reflect the revised legislative plan in the updated Island Plan.
Secondary legislation.		Rolling programme – key dates and updates to be published quarterly.		Risk to delivery due to resourcing requirements of new primary legislation.
	1. Order under the Jury Act 1980 - will be considered alongside the implementation of relevant parts of the Justice Reform Act 2021.			
	2. Regulations under the Police Act 1993 - to make necessary updates to align with the analogous English conditions and changes in respect of Special Constables.			

Our Resources

Revenue Budget 2022/23



Improved financial management in the Prison and Probation Service has helped to mitigate the majority of the Service's operating deficit leaving a much more sustainable footing for the future.

Several zero-based budgets have been undertaken in recent months to better understand the key drivers of the Department's net expenditure.

The targets agreed for 2022-23 remain challenging and the Department will need to be proactive to address the remaining areas where expenditure continues to outstrip resources.

In the financial year 2022-23 the Department has been successful in obtaining additional funding in the following areas;

- The Sexual Assault Referral Centre (Capital Build) - Delivery of a fit for purpose facility that will meet quality and evidentiary standards while improving the service for victims of sexual violence;
- The Sexual Assault Referral Centre (Running Costs) - Based on a commissioning arrangement between the Department of Home Affairs and Manx Care;
- Border Security Initiative - A joint project with Treasury to provide additional staff in Customs and Excise and the Constabulary to actively prevent and protect the Island's entry points; and
- Additional funding for equipment for the Fire and Rescue Service.

Our Data

We are aware that we have gaps in our data and are in dialogue with other Departments and partner agencies about how we can address those gaps. We are committed to updating the above actions with detailed indicators once we have established baseline data in a number of key areas. Below are indicative measures that we will seek to use to monitor overall performance and delivery as we move forward.

Strategic Goal	Measure of Performance
<p>We have an efficient and effective Justice System.</p>	<ul style="list-style-type: none"> • Number of offenders securing work after release from custody. • Offending and reoffending by children and young people. • Number of prosecutions undertaken. • Number of out of court disposals. • Average custodial sentence length.
<p>We support and enable community safety.</p>	<ul style="list-style-type: none"> • Number of people who would recommend the Isle of Man as a good place to live. • Measurement of satisfaction levels and feelings of safety of victims and witnesses. • Number of Prohibition Notices and or Restriction Notices issued by the Fire and Rescue Service. • Number of community safety referrals. • Number of fire safety re-inspections completed. • Fire appliance availability. • Number of incidents involving primary fires (property), and secondary fires (outdoor not involving people of property). • Enforcement data: prosecutions; fixed penalty notices; cautions. • Response times to answer 999 calls.
<p>We reduce the harms that impact our communities.</p>	<ul style="list-style-type: none"> • Overall level of recorded violent crime. • Number of incidents on the roads classified by IOMC as fatal or serious. • Measurement of Class A drug seizures. • Number of money laundering cases. • Cash seizures. • Number of confiscation orders. • Suicide rate. • Reduction in property fires, outside fires, and Automatic Fire Alarm activation. • Fire fatalities. • Number of digital crimes reported. • Value of theft from reported digital crimes.

Our Strategic Risks

Risk	Mitigation Measures
<p>Ongoing challenges of COVID-19: ongoing disruption and impact on operational services mean risks remain to the delivery of our objectives.</p>	<ol style="list-style-type: none"> 1. Business Continuity Plans. 2. Continued move to facilitate agile working where possible. 3. Build resilience through continued information sharing and upskilling.
<p>Technology, security and information management: ensuring that we continue to reduce our technical deficiencies, reduce the likelihood of cyber security attack, keep our information secure and enable compliance with General Data Protection Regulations (GDPR) and other legislation.</p>	<ol style="list-style-type: none"> 1. Digital strategies within Service Area Delivery Plans, Government Technology Services liaison, Senior Information Risk Owner. 2. Continued development, and review, of corporate and Service area policies and procedures and Record of Processing Activities. 3. Mandatory staff training and audit of compliance with relevant legislation.
<p>People and capability: ensuring the wellbeing of our people, leading the way in developing innovative future ways of working, developing the right capacity and capability to deal with future challenges.</p>	<ol style="list-style-type: none"> 1. Succession Planning. 2. Recruitment campaigns and benefits to address hard to recruit roles. 3. Activ8 Scheme and wider occupational and mental health support.
<p>Change: ambitious portfolio of projects with a range of risks which require management to ensure delivery.</p>	<ol style="list-style-type: none"> 1. Develop Department framework for implementation of legislation. 2. Develop and co-ordinate Governance Boards for Project delivery. 3. Business cases from Seized Asset Fund to support discreet projects.
<p>External: Tackling the risk to the Island from the borders, addressing serious and organised crime, failure of links with the UK that support effective delivery of services, compliance with emerging international standards and regulations.</p>	<ol style="list-style-type: none"> 1. IOM Constabulary Strategic Threat and Risk Assessment (STRA). 2. Additional joint resources to strengthen security, and presence at Ports. 3. Co-ordinated cross-Department Anti-Money Laundering and preparatory work for MoneyVal inspection.

Glossary

Activ8 Scheme	The scheme for participating Government Departments focuses on breaking down barriers to exercise by making activities as accessible, fun and motivating as possible.
Adjudications Guidelines	Rules followed by the Prison and Independent Adjudicators regarding the award of punishment for prisoners committing disciplinary offences.
Appointed Day Order	The way the Government brings into force part, or the whole, of an Act on a particular day bringing legal provisions into operation.
Bill	Draft legislation under consideration by Tynwald.
Blue Light	A term to describe all emergency services – Police, Fire and Rescue and Ambulance.
Border Security	Refers to ensuring the protection of our borders from illegal activity and the promotion of lawful movement of persons and goods to and from the Island.
Branches	The two parts of Tynwald, the House of Keys and the Legislative Council.
Business Continuity Plans	The process involved in creating a system of prevention, and recovery, from potential threats to a business.
Child First Policy	A rights-based approach, whereby children coming to the attention of the Youth Justice System are seen as 'children' rather than as 'offenders'. The policy focuses on prevention, diversion and minimal intervention to reduce the stigmatising effects of system contact.
Children's Commissioner	Public role in other countries that represents children's interests and rights.
Climate Change Action Plan	The Isle of Man Government's Action Plan for achieving Net Zero Emissions by 2050.
Community Hub	A new initiative where central locations across the Island offer Government services and information face-to-face and locally.
Community Risk Management Plan	Document which assesses in detail the fire safety risks in our local areas, how likely they are to occur, how extensive the impact might be and also takes into account national risks.

Community Safety Referrals	Procedure that will take place when on carrying out a visit to a home, if visual clues, or verbal interaction indicates that an individual may benefit from being referred to another service or organisation.
Community Service Orders	A court order requiring an offender to do unpaid socially beneficial work under supervision rather than imprisonment.
Confiscation Order	Is an order made against a convicted defendant ordering him to pay the amount of his benefit from crime.
Cyber Security	How individuals and organisations reduce the risk of cyber-attack.
Disregards	Changes to the law mean that anyone who was convicted of, or cautioned for, certain offences which have since been abolished, can have their convictions disregarded.
Electronic Tagging	A form of surveillance that uses an electronic device affixed to a person.
Government entities	Any bodies or organisations closely affiliated, generally by government ownership or control.
HM Inspectorate	Her Majesty's Inspectorate are independent bodies in the UK that undertake inspections of different services provided by Government and other organisations.
Housing First support service	The development and delivery of an option for supported short term housing, to enable those with no fixed abode, or with substandard accommodation to obtain sustainable and suitable housing.
Independent Review	An independent review is one that involves people who are not connected with a particular situation or body, and should therefore be fair and impartial in recommendations.
Infrastructure	The basic physical and organisational structures and facilities (e.g. building, roads and power supplies) needed for the operation of a society or enterprise.
Interventions	Services offered by the Probation Service to address offending behaviour and support effective resettlement after a Prisoner is released.

Joint Strategic Needs Assessment Looks at the current and future health and care needs to inform and guide the planning and buying of health, well-being and social care services.

Laid before When a document is formally recognised as having been made available for Members of Tynwald to read.

Legislative Programme A list of bills which the Isle of Man Government intends to introduce to Tynwald during a parliamentary session.

Manx Development Corporation Operates separate to Government as a commercial company, focusing on developing Government owned and unoccupied or previously developed sites, and supporting the transformation of urban and brownfield sites across the Island.

MoneyVal A body of the Council of Europe that assesses compliance with international standards to counter money laundering and the financing of terrorism and the effectiveness of their implementation.

Police Early Action Team (PEAT) PEAT has been established to try and divert young people from anti-social behaviours and criminal activity through early intervention work in conjunction with partner agencies and organisations.

Primary fire Generally more serious fires that harm people or cause damage to property.

Probation Orders An order imposed by a magistrate or judge under which an offender is sentenced to probation rather than imprisonment.

Prohibition Notice Issued in relation to an activity that is occurring or may occur at a workplace about which an inspector forms a reasonable belief that there is a relevant degree of risk to health or safety.

Qualitative measure Focuses on collecting information that is not numerical to measure something.

Quantative measure Measurement of data that can be put into numbers.

Quarterly Three months of one year.

Resettlement	Work to ensure prisoners are prepared for their release back into the community and effectively helped to reduce their likelihood of reoffending.
Restorative Justice Programmes	Programmes which aim to get offenders to take responsibility for their actions, to understand the harm they have caused, to give them an opportunity to redeem themselves and to discourage them from causing further harm.
Restriction Notice	Issued by the Fire and Rescue Service to a premises when it is believed that the fire risk to a premises is so great that access needs to be restricted.
Rolling Programme	A programme which is designed to continue over a period of time and is subject to regular review and updating.
Scoping	Assessing or investigating something.
Secondary fire	Generally small outdoor fires, not involving people or property.
Strategic risk	Refers to the internal and external events that may make it difficult, or even impossible, for an organisation to achieve their objectives and strategic goals.
Substance Misuse Steering Group	Individuals from the Departments of Home Affairs, Health and Social Care and the Director of Public Health. The group was established to develop drug and alcohol strategy.
Succession planning	The means by which an organisation prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organization's continued and future success.
The Sexual Assault Referral Centre (SARC)	A new facility on the IOM for the care, treatment and support to adults and children who have experienced a sexual assault or rape.
Transformational change	Changes you make to completely reshape your business strategy and processes, often resulting in a shift in work culture.
Zero-based budget	A method that allocates funding based on efficiency and necessity.



Isle of Man
Government

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