



Isle of Man
Government

Reilrys Ellan Vannin

DEPARTMENT OF HOME AFFAIRS

Rheynn Cooishyn Sthie

BUSINESS PLAN

2016 – 2019

TO BE REVIEWED ANNUALLY

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FOREWORD BY THE MINISTER >>

Readers of past business plans will observe that the format of this business plan is somewhat different to previous business plans.

With the General Election approaching in September 2016, I wish to focus first on what can be achieved between now and the General Election, and then comment on what might be priorities for the Department over the next five years.

At the July 2015 sitting of Tynwald, to add some focus on what can be achieved between now and September 2016, Tynwald approved "SECURING A SUSTAINABLE FUTURE FOR OUR ISLAND". An update to the Agenda for Change document in which the Department has three priorities, namely:-

1. Commission a new Rehabilitation and Resettlement Service;
2. Maintain low levels of crime; and
3. Implement a Domestic Abuse Care Pathway.

Whilst there are a number of internal targets and performance measures used by any professional organisation, it is these three main priorities I wish to focus on in my remaining time as Minister.

Whatever may be the other priorities of the next Administration, protecting the vulnerable must surely be an enduring priority.

Multi-agency corporate working within Government is crucial in protecting the vulnerable, countering money-laundering and financing of terrorism, for which the Department of Home Affairs play a pivotal role – examples are explained later in this plan.

The issue of Border Security, a matter which the Department has recently consulted on, will, I believe, become a key priority for the Department in the years ahead.

It would be remiss of me not to thank the staff of the Department who are committed to protecting the most vulnerable members of our society and who often work in extremely challenging circumstances. I thank them all.

Finally, it has been an honour and privilege to have been the Minister for the Department of Home Affairs and I would like to thank members of staff who have supported me during my time as Minister.

Juan Watterson MHK

CORPORATE STRATEGY MAP >>

GOVERNMENT’S AGENDA FOR CHANGE

Strategic Priorities	Grow the Economy	Balance the Budget			Protect the Vulnerable
Key Policy Areas	Our Economy	Environment and Infrastructure	Good Government	Income and Expenditure	Welfare Reform and Wellbeing

DEPARTMENT OF HOME AFFAIRS

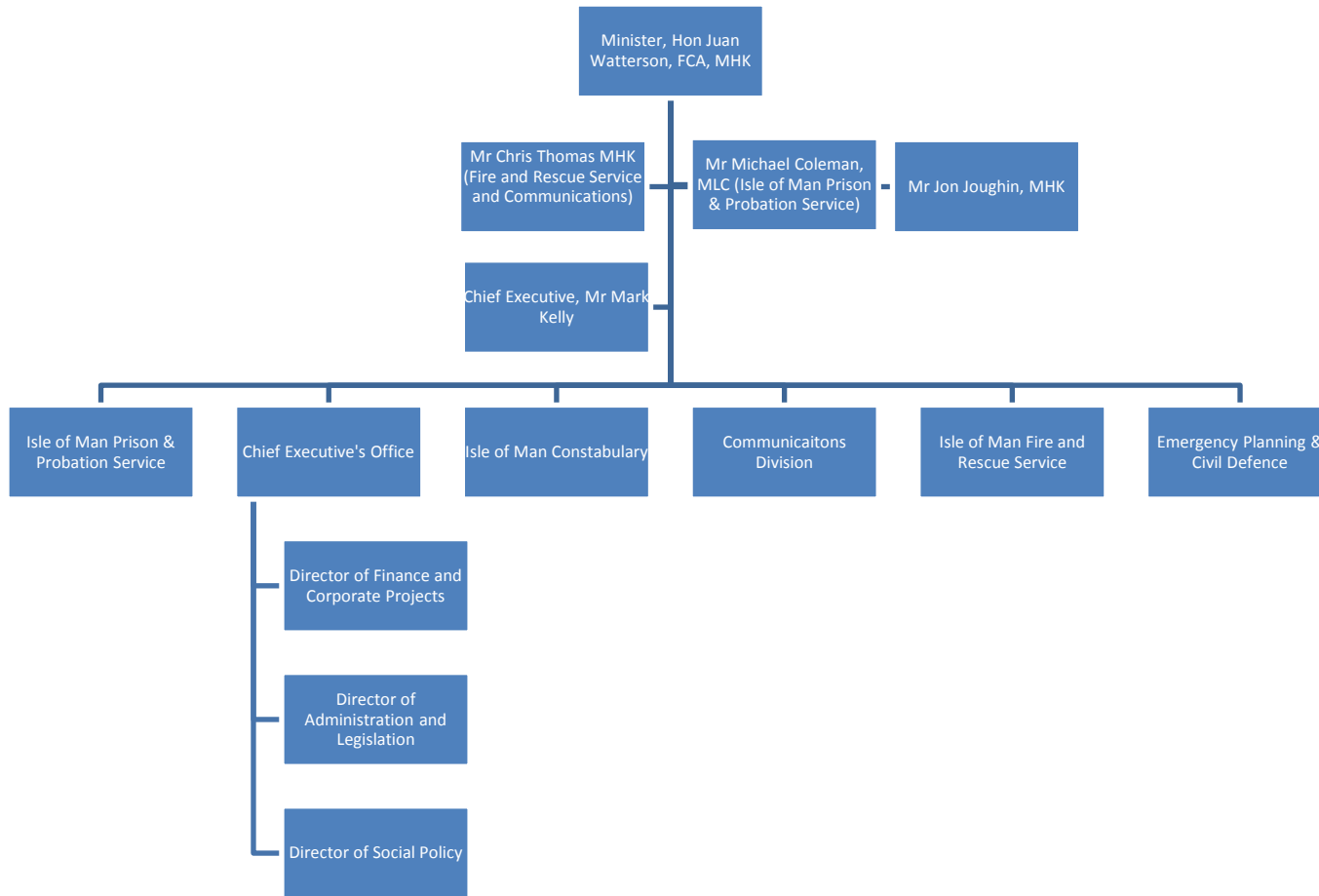
MISSION	To improve the quality of life for the Island’s communities by developing effective integrated services for their safety and protection
VISION	Our vision is a safe and secure society. This will be achieved by all parts of the Department working together, and with our partners, efficiently to ensure the right intervention at the right time. We will contribute to safe communities with services that are responsive to the needs of the vulnerable where the rights and responsibilities of citizens are recognised. The community impact of the actions of others at local and national level should be relevant to the delivery of community safety. Reflecting the current financial challenges, the Department will represent good value to the taxpayer
VALUES	Developing our people, partnership working, effective communication, continuous improvement, managing our budget, measuring and learning

OUR KEY STAKEHOLDERS

Our Employees <i>Our people are our most valuable asset and are crucial to delivery of our services</i>	The Public <i>This includes victims, offenders and many other people who ordinarily may have little direct contact with the Department</i>	Government Bodies <i>Joint working covers social policy issues, criminal justice, road safety, emergency planning, legislation and budgeting</i>	Local Authorities <i>Working closely together to understand the local needs of communities and develop targeted plans</i>	The Third Sector <i>Charities, community groups, voluntary and faith organisations are key partners in the delivery of our services</i>	The Private Sector <i>Includes key suppliers, partners in developing emergency plans and the licensed trade for alcohol related issues</i>
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OUR KEY CHALLENGES

Budget Constraints <i>Mitigating the impact on front-line services whilst keeping people safe continues to present many challenges</i>	Criminal Justice Modernisation <i>Driving through the necessary changes across multiple agencies to enhance the system for all its users</i>	Strategic Partnerships <i>Breaking down traditional barriers to improve outcomes for the vulnerable</i>	Succession Planning <i>Loss of key people and their knowledge and experience can leave a skills gap and a resilience issue</i>	Crime Patterns <i>Cases are becoming more complex and technological; and there has been an increase in historic sex abuse cases</i>	Changing Demographics <i>Population growth, demographic and ethnic mix all present challenges for our Services</i>	Information Management <i>Managing sensitive data in an appropriate way whilst ensuring agencies can share data where necessary</i>	Legislative Programme <i>Modernising the law and meeting international expectations with limited resource</i>
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SERVICE AREA	NET BUDGET 2016-2017 £M
Isle of Man Prison and Probation Service	7.56
Chief Executive's Office	3.98
Isle of Man Constabulary	13.42
Communications Division	2.10
Isle of Man Fire and Rescue Service	4.28
Emergency Planning and Civil Defence	0.14
TOTAL	31.48

LEGAL AUTHORITY & CORE SERVICES >>

Service	Legal Authority & Outline of Functions	Core Services
CHIEF EXECUTIVE'S OFFICE <i>Oik yn Ard-sheckter</i>	<p>The Department's legal authority is derived from the Government Department's Act 1987. In essence, this allows for the Department to have a legal personality, hold land and exercise its functions via its officers (who are appointed under the Civil Service Act 1990). However, the Act does not detail the specific functions of the Department or the services it is required to provide. These are prescribed under separate items of legislation as outlined below.</p>	<ul style="list-style-type: none"> • Set the strategic direction of the Department • Provide leadership to drive policy changes determined at political level • Offer the Minister and political members advice and support • Provide direction, support and advice to each of our Services • Provide information and support to central Government • Introduce and develop primary and secondary legislation • Co-ordinate the strategic planning process and departmental budget • Continue to research and further develop policy • Manage the Department's approach to risk and corporate Governance
ISLE OF MAN CONSTABULARY <i>Meoiryn Shee Ellan Vannin</i>	<p>Legal authority comes from:</p> <ul style="list-style-type: none"> • Police Act 1993 • Police Powers and Procedures Act 1998 <p>Functions include:</p> <ul style="list-style-type: none"> • To provide, equip, train and maintain a police force, police cadets and special constables • To regulate the use of police powers • The legislation also requires the appointment of a Police Complaints Commissioner, the Police Advisory Group and the Police Consultative Forum 	<ul style="list-style-type: none"> • Understand and meet the needs of local communities • Keep crime low • Provide a high quality and financially disciplined service • Provide neighbourhood policing supplemented and supported by specialist policing services • To identify and tackle the threat posed by serious and organised crime, especially in regards to money laundering, corruption, financial crime, and drugs supply • Improve road safety • Address and prevent issues caused by the misuse of alcohol • Protect and improve outcomes for young people • Coordinate emergency planning activities across the public service • Help manage persistent and dangerous offenders
ISLE OF MAN FIRE AND RESCUE SERVICE <i>Shirveish Mooghey as Sauail Ellan Vannin</i>	<p>Legal authority comes from:</p> <ul style="list-style-type: none"> • Fire Services Act 1984 • Fire Precautions Act 1975 <p>Functions include:</p> <p>To make provision for the services of an equipped and trained fire brigade. The legislation also requires the Department to</p>	<p>The key functions of the service can be broken down into three headings:</p> <ul style="list-style-type: none"> • Prevention <ul style="list-style-type: none"> ○ Provide effective fire safety education, advice and awareness training ○ Reduce the risk of fire and other emergencies by working in partnership with other agencies • Protection <ul style="list-style-type: none"> ○ Develop, communicate and enforce fire safety legislation ○ Take reasonable steps to prevent or mitigate damage to property

LEGAL AUTHORITY & CORE SERVICES >>

Service	Legal Authority & Outline of Functions	Core Services
	implement and enforce fire safety measures	<ul style="list-style-type: none"> and equipment when dealing with emergency situations • Response <ul style="list-style-type: none"> ○ Ensure that the Service is well prepared, trained and equipped ○ Gather risk information on property and hazards for an improved response in the event of a fire
PRISON AND PROBATION SERVICE <i>Shirveish Pryssoon</i> <i>as Prowal Kyndee</i>	Legal authority comes from: <ul style="list-style-type: none"> • Criminal Justice Act 1963 • Custody Act 1995 • Prisoner Escorts Act 2008 • Children and Young Persons Act 2001 Functions include: <ul style="list-style-type: none"> • To make arrangements for the transportation and detention of detainees • To appoint a sufficient number of probation officers • To establish the Independent Monitoring Board, the Parole Committee and the Probation Liaison Committee • The Custody Rules importantly provide for the regime and entitlements of detainees and the authorities of staff • The responsibilities of the family court welfare staff sit within the Children & Young Persons Act 	<ul style="list-style-type: none"> • Detain persons committed into custody by the courts in safe, clean and decent conditions • Provide for prisoners' mental & physical health and spiritual needs • Reduce the risk of prisoners re-offending by offering education, work training courses and rehabilitative advice and to work in partnership with relevant agencies • Help and support prisoners to maintain links with their families • Provide reports and assessments to the courts, including the family court • Provide structured supervision and enforcement of court orders and post custodial licences
COMMUNICATIONS DIVISION <i>Fo-rheyynn Eddyrynsh</i>	Legal authority comes from: <ul style="list-style-type: none"> • Transfer of Functions (Home Affairs Board) Order 1983 • Fire Services Act 1984 • Police Act 1993 Functions include: <ul style="list-style-type: none"> • To provide and maintain vehicles and other equipment needed for the police force to efficiently execute its duties • To secure efficient arrangements for dealing with calls for the assistance of the fire brigade • To supply and maintain wireless telegraphy equipment to other Boards or Departments 	<ul style="list-style-type: none"> • Operate an effective Emergency Services Joint Control Room in order to assist the emergency services to respond to people in distress quickly and efficiently • Provide a consistent and reliable Government radio communications network • Provide and maintain appropriate site sharing facilities for the public and private sector across the entire communications infrastructure
EMERGENCY	Legal authority comes from: <ul style="list-style-type: none"> • Civil Defence Act 1954 	<ul style="list-style-type: none"> • Promote, develop, review and exercise emergency plans that enable a co-ordinated response of all Government bodies in support of the

LEGAL AUTHORITY & CORE SERVICES >>

Service	Legal Authority & Outline of Functions	Core Services
PLANNING UNIT & CIVIL DEFENCE <i>Unnid Plannal son Gear-cheimyn as Coadey Theayagh</i>	<ul style="list-style-type: none"> • Home Affairs Board Act 1981 Functions include: <ul style="list-style-type: none"> • To take steps for the organisation, formation, maintenance, equipment and training of civil defence forces and services • To exercise such functions of emergency planning as set out in Schedule 2 of the Home Affairs Board Act 1981 	emergency services <ul style="list-style-type: none"> • Provide a corps of trained, skilled multi-disciplinary volunteers, who can be called upon to assist the emergency services when required • Promote and assist Government Departments in the development of business continuity plans to preserve their functions in a crisis

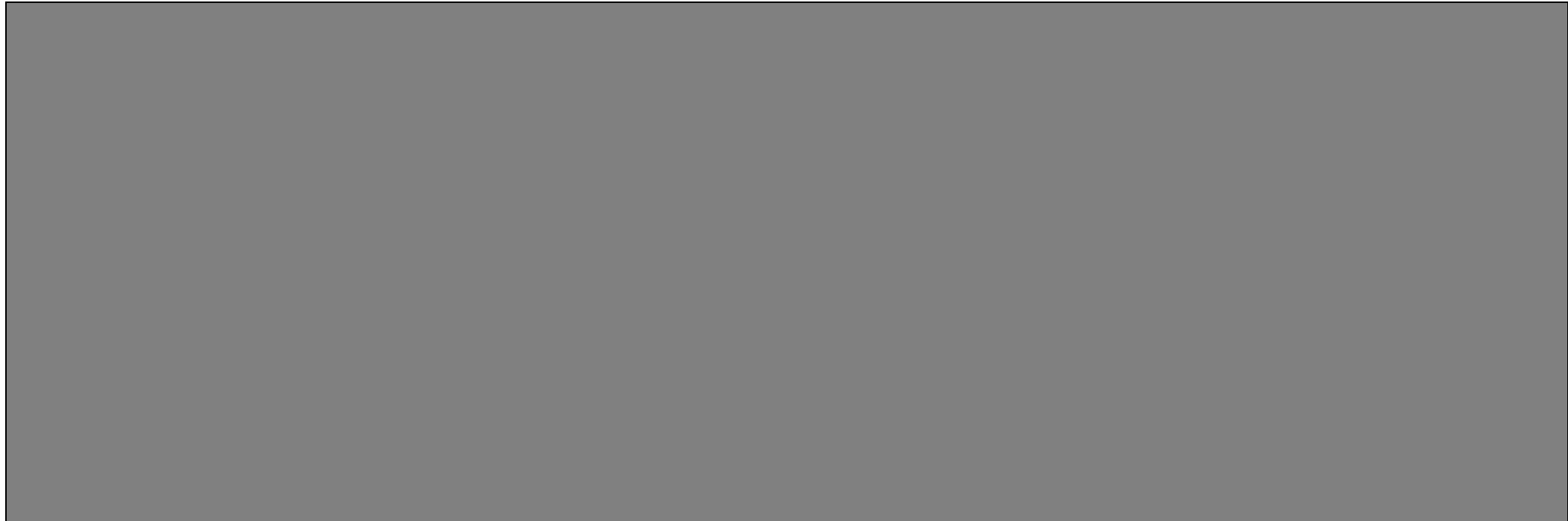
PARTNERSHIP WORKING >>

REFORM OF THE CRIMINAL JUSTICE SYSTEM	The Criminal Justice Strategy for the Isle of Man was unanimously received by Tynwald in December 2012 and the Criminal Justice Board was subsequently formed. Work is progressing well to review and understand the reasons for any delays in getting cases through the Court system, research and develop effective early interventions to reduce the number of people entering the criminal justice system; and identify improvements to enhance the experience for victims and the vulnerable. The Board is also working with Government Technology Services under the Digital Strategy and work is underway to identify ways of improving the use of technology and digital systems to drive efficiency and improve the services offered within the criminal justice system.
THE SOCIAL POLICY AND CHILDREN'S COMMITTEE	The Department of Home Affairs is one of several Government Departments represented on the Social Policy and Children's Committee which is a sub-committee of the Council of Ministers. The role of the Committee is to ensure that: <ul style="list-style-type: none"> • the principal social needs of the Island are understood • the appropriate social policies are developed to meet those needs • joint action plans are developed and executed to deliver the policies • social outcomes and the associated costs are assessed to ensure the desired outcomes are achieved in a manner that gives best value for money • appropriate information is developed for regular reporting publicly that will enable Tynwald and the general public to understand the social issues facing the Island and the value of Government's interventions to help to address these issues • the Council of Ministers, the Social Affairs Policy Review Committee, Tynwald and the public are involved in this process.
YOUTH JUSTICE TEAM	The Youth Justice Team is a multi-agency team who work to prevent offending and reoffending by children and young people. The Team is led by an Inspector from the Isle of Man Constabulary and brings together professionals from various departments of Government along with our own: Health and Social Care, Education and Economic Development. The Team has been regularly commended for its success in reducing reoffending and in pioneering alternative methods such as restorative justice which is difficult for all participants, but which shows far better long-term results.
INTEGRATED CHILDREN'S SERVICES	The Government is committed to protecting vulnerable children and young people and ensuring they are able to achieve their potential. The Department is supporting its partners on the Social Policy & Children's Committee in implementing the recommendations arising from the external inspection of children's services in 2013. We also play a leading role in the functions of the Safeguarding Children Board (which reports independently to Council of Ministers) and have been consistently praised for the quality of our services for children. In March 2014 the Police Public Protection Investigation Team was awarded the hugely important and prestigious "team of the year" award by the Association of Chief Police Officers. During 2016, a follow-up external inspection of Children's Services will be carried out by the Care Inspectorate of Scotland.
DRUGS & ALCOHOL STRATEGY GROUP	The DHA is a key player in the Drugs & Alcohol Strategy Group. The key task of the Group is to advise and support the Social Policy and Children's Committee in the development and implementation of an updated joint strategy to address the harmful impact of drugs and alcohol. This involves collaborative work across Government departments, statutory and non-statutory agencies, community organisations, the private sector and other interested parties. The Group has commissioned a Joint Strategic Needs Assessment to gather key data.

SCHOOLS EDUCATION PROGRAMMES	Both the Constabulary and the Fire & Rescue Service regularly participate in educational programmes within schools. This includes the "Drive Safe Live Long" campaign which teaches young drivers about road safety through some hard hitting messages, and the "Crucial Crew" week at Isle of Man College which is a fun event where children learn life skills including contributions from the Prison and Probation service, the police focusing on how to combat cyber bullying and a demonstration on safety in the home by the Fire Service.
EMERGENCY PLANNING	The work of the emergency services is becoming far more collaborative and the services regularly undertake joint training exercises such as road traffic collision training and line rescue training. Additionally, the Emergency Planning Officer in the Department plans and coordinates a major incident training exercise on a regular basis. During 2016, the Emergency Planning Officer will be holding a Management of Disasters and Civil Emergencies conference with representatives from the Emergency Services, other Government Agencies, Private Sector and Third Sector attending.
PARTNERSHIPS WITH THE THIRD SECTOR	<p>The Department provides significant funding for the running of Victim Support which is a charity providing vital support and advice to victims and witness on the Island. We also fund the Salvation Army to run the Bail Hostel which provides accommodation for those being resettled into the Community. The Department has also worked closely with the charity "Safe, Strong, Secure" in the implementation of a Domestic Abuse Pathway, commissioned by the Safeguarding Adults Partnership.</p> <p>During 2016, work will be completed on a new resettlement and rehabilitation centre to replace the present Bail Hostel</p> <p>The Prison receives great support from the charity Prison Works who serve the needs of offenders, ex-offenders, victims of crime, family members and members of the Isle of Man community. In February 2014 they were awarded the prestigious Robin Corbett Award for Prisoner Rehabilitation for 'outstanding' work with offenders over the past two years. The Prison also has support from a number of other charities including the Manx Court Mission, Samaritans, Housing Matters, Graih, Alcoholics Anonymous and Cruse Bereavement Care.</p>
PARTNERSHIPS WITH THE PRIVATE SECTOR	<p>Zurich Financial Services has sponsored a car for several years for the Fire & Rescue Service which promotes community fire safety</p> <p>A large proportion of the Island's firefighters are retained officers which means their job as a fire-fighter is not normally their primary employment but their primary employer allows them to leave work to attend an incident when called out. The Department is grateful to the many employers on the Island who enable us to operate our Fire & Rescue Service in this way.</p> <p>Zero Waste Mann has been very supportive to the Prison, offering advice on reducing waste and recycling. They also bought the poly-tunnel which has enabled prisoners to grow over 2 tonnes of fruit and vegetables in a year. Prisoners create reusable shopping bags from donated fabric (curtains, duvet covers, etc) into Morsbags which are distributed via Zero Waste Mann</p>
ANTI-MONEY LAUNDERING MEASURES AND THE FINANCING OF TERRORISM (MONEYVAL)	<p>At their meeting on 10 October 2012, the Committee of Ministers of the Council of Europe, following a request by of the United Kingdom, being responsible for the international relations of the Crown Dependencies of Guernsey, Jersey and the Isle of Man, adopted a resolution which allows these 3 United Kingdom Crown Dependencies to participate fully in the evaluation processes of MONEYVAL and to become subject to its procedures</p> <p>The first MONEYVAL inspection of the Isle of Man was in 2012 and the Department, along with other agencies of Government is preparing for a follow up inspection by MONEYVAL during the financial year 2016-2017.</p>

	Countering money laundering and financing of terrorism is a high priority for the Isle of Man Government in order to ensure the reputation of the Isle of Man is of the highest possible standing internationally.
LEAD OFFICERS GROUP	The Chief Executive chairs the Lead Officers Group, which is a multi-agency group of Chief and Senior Officers focussed on the most important Social Policy issues. The group provides the mechanism for Politicians and Officers to work together in promoting fairness and community safety by setting the agenda for the SPCC
SOCIAL POLICY COMMITTEE	<p>The Social Policy Committee is a Political sub-committee of the Council of Ministers and is chaired by the Minister of the Department of Home Affairs.</p> <p>The role of the Sub Committee is to ensure that:</p> <ul style="list-style-type: none"> • the principal social needs of the Island are understood, • the appropriate social policies are developed to meet those needs, • joint action plans are developed and executed to deliver the policies, • social outcomes and the associated costs are assessed to ensure the desired outcomes are achieved in a manner that gives best value for money, • appropriate information is developed for regular reporting publicly that will enable Tynwald and the general public to understand the social issues facing the Island and the value of Government’s interventions to help to address these issues, • the Council of Ministers, the Tynwald Social Policy Scrutiny Committee, Tynwald and the public are involved in this process. <p>To direct the Lead Officer Group and to work closely with the Children’s Services Partnership and Safeguarding Adults Partnership to protect vulnerable individuals in society. The Lead Officer Group will ensure the Sub Committee’s will is carried out and appropriate information is provided to the Sub Committee.</p> <p>The Sub Committee will oversee the delivery of a single framework for key social policies across Government that is focused on the achievement of key outcomes for the principal groups in the community, notably:</p> <ul style="list-style-type: none"> • Children and young people • Adults, particularly those adults requiring significant assistance from Government • Older people. <p>The membership comprises the following Minister’s and Members:-</p> <ul style="list-style-type: none"> • Minister for Home Affairs (Chair) - Hon J P Watterson MHK • Minister for Policy and Reform - Hon J P Shimmin MHK • Minister for Education and Children - Hon T M Crookall MHK • Minister for Health and Social Care - Hon R H Quayle MHK • Member of the Department of Economic Development - Mr D C Cretney MLC • Member for Treasury - Mr R W Henderson MLC

<p>SOCIAL AFFAIRS POLICY REVIEW COMMITTEE</p>	<p>The Social Affairs Policy Review Committee is one of three Policy Review Committees which are Standing Committees of Tynwald Court. They scrutinise the implemented policies, as deemed necessary by each Committee, of the relevant Departments and Offices of Government</p> <p>The Social Affairs Committee comprises the Department of Health and Social Care; Department of Education and Children; and Department of Home Affairs.</p> <p>Each Policy Review Committee is entitled to take evidence from witnesses, whether representing a Department, Office, Statutory Board or other organisation within its remit or not, in cases where the subject matter cuts across different areas of responsibility of different Departments, Offices, Statutory Boards or other organisations. The Policy Review Committees also hold joint sittings for deliberative purposes or to take evidence. The Chairmen of the Policy Review Committees agree on the scope of a Policy Review Committee’s inquiry where the subject cuts across the respective boundaries of the Policy Review Committees’ remits.</p>
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OBJECTIVES >>

STRATEGIC PRIORITY	POLICY AREA	OBJECTIVE	INPUTS	ACTIONS	OUTPUTS	OUTCOME	OWNER
Protect the Vulnerable Grow the Economy	Welfare Reform and Wellbeing	Sustain the lowest levels of crime in the British Isles per 1,000 population	Work with partners and the public at a local level to build trust and provide visible and effective policing	Strengthen partnerships with local authorities, further develop links with young and vulnerable people, take an inclusive approach	Levels of crime on the island are low compared to other British jurisdictions	A secure and safe society	Police
Protect the Vulnerable	Welfare Reform and Wellbeing	Achieve a year-on-year reduction on the number of repeat offenders	Work with partners to design and deliver appropriate interventions, programmes and opportunities to reduce the chances of reoffending	Deliver interventions with partners. Run appropriate programmes for offenders. Ensure each prisoner has a personal custody and resettlement plan	Offenders have improved skills and therefore an improved chance of employment, leading to a reduced risk of reoffending	A secure and safe society	Police, Prison & Probation Service
Protect the Vulnerable Grow the Economy	Welfare Reform and Wellbeing	Achieve the highest detection rates in the British Isles as a percentage of crime committed	Bring a diligent, thorough and compassionate approach to investigations	Develop a set of sustainable investigative standards, overhaul development of detective officers, keep pace with forensic developments	Crime detection rates on the Island are high compared to other British jurisdictions	A secure and safe society	Police
Protect the Vulnerable	Welfare Reform and Wellbeing	Implement a Domestic Abuse Care Pathway	Work with partners to design and deliver appropriate interventions, programmes and opportunities to reduce the chances of Domestic Abuse	Commission and implement a Domestic Abuse Care Pathway	Incidents of Domestic Abuse are tackled and reduced by appropriate interventions	A secure and safe society	DHA

*Government's Agenda For Change states we will routinely report on our corporate performance across Government
We will also tackle any culture of blame and encourage a pragmatic approach to risk*

STRATEGIC PRIORITY	POLICY AREA	OBJECTIVE	INPUTS	ACTIONS	OUTPUTS	OUTCOME	OWNER
Protect the Vulnerable	Good Government	Progress the Department's legislative programme	Work with the Services and partners to identify issues in existing legislation	Develop drafting instructions, consult on the proposals with the public and pass legislation in Tynwald	Modernised legislation that is fit for purpose	Reduced bureaucracy & improved transparency	Chief Exec's Office
<i>Government's Agenda For Change states we will reduce bureaucracy and improve transparency. We will also improve focus on the customer</i>							
Balance the Budget	Good Government	Construction of an on-Island live fire training facility by September 2016	Formally appoint contractor	Subject to Tynwald approval, construct a facility by September 2016	Fire-fighters will be trained locally and can therefore be trained more frequently	A secure and safe society	Fire & Rescue Service
Protect the Vulnerable	Welfare Reform and Wellbeing	Development of a Rehabilitation and Resettlement Facility by September-2016	Complete Tender specification for the Service	Refurbish Tromode House and appoint service provider	Offenders are offered appropriate rehabilitation and resettlement options	Improved outcomes for offenders	Prison & Probation Service
<i>Government's Agenda For Change states we will prioritise the schemes in the capital programme which further develop our infrastructure and support economic development</i>							

MEASURING ACHIEVEMENTS

Annual Reports, Key Performance Measures and Targets for all Department of Home Affairs Divisions can be found at: www.gov.im/DHA/

ISLE OF MAN GOVERNMENT

DEPARTMENT OF
HOME AFFAIRS

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