

Government of Jersey
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Deputy Victoria Li
Chair – Children, Education and Home Affairs Panel
Via email

23 October 2026

Dear Chair

Children, Education and Home Affairs Scrutiny Panel - Proposed Budget 2027-2030 Review

Thank you for your letter of 12 October regarding the launch of the Panel's Review of the Proposed Budget 2027-2030. I note the Terms of reference provided.

Please find below answers to the questions posed.

1. How will progress against Priority 7 of the Common Strategic Policy, “Improve community safety and Island resilience”, be measured, and what key outcomes and milestones does the Minister expect to achieve during the period 2027-2030?

Progress against Priority 7 will be measured through quarterly reporting against the performance measures, delivery milestones and financial commitments set out in the Justice and Home Affairs Business Plan and supporting service plans. This will include monitoring operational performance, demand, programme delivery, risk, organisational capacity and the implementation of agreed review, audit and inspection recommendations. Progress and priorities will be reviewed annually to ensure that resources remain aligned with the outcomes sought.

The key outcomes expected by 2030 are improved community safety, stronger protection for victims and vulnerable people, more resilient emergency and justice services, and greater preparedness for major incidents and emerging risks. Principal milestones include:

- implementing the Violence Against Women and Girls recommendations and new legislation, with services demonstrating operational readiness;
- opening the new Sexual Assault Referral Centre, currently expected by the end of the first quarter of 2028;
- delivering the Fire and Rescue Service Community Risk Management Plan, including increased response capacity, improved operational support, safer protective equipment and strengthened emergency planning capability by 2030;
- improving the capacity and resilience of the Emergency Services Control Centre;
- maintaining safe and effective prison services and progressing priority capacity and estate improvements;
- strengthening multi agency emergency planning, exercising and learning; and
- maintaining effective border security and Jersey's wider resilience obligations.

Success will be assessed through both completion of these milestones and evidence of improved operational readiness, service quality, timeliness, capacity and outcomes for Islanders.

2. What outcomes are expected to be achieved through the funding allocated to address Violence Against Women and Girls, and how do these align with the Government's strategic objectives?

Intended outcome to be achieved through the funding allocated to address Violence Against Women and Girls	Relevant Government strategic objective
Successful delivery of the remaining VAWG commitments, including the implementation of the outstanding VAWG Taskforce recommendations, and the new recommendations generated from the independent review of the criminal justice system ('The Laws' Review') and from the independent review of the family justice system ('The Markham Review').	7. Improve community safety and Island resilience
Successful implementation of the incoming package of VAWG legislation.	7. Improve community safety and Island resilience
Increased system capacity to respond to existing and foreseeable pressures on the criminal justice system related to responding to VAWG.	7. Improve community safety and Island resilience

3. What performance measures will be used to assess the effectiveness of funding allocated to address Violence Against Women and Girls, and how will progress be reported?

Intended outcome to be achieved through the funding allocated to address Violence Against Women and Girls	Performance Measure
Successful delivery of the remaining VAWG commitments, including the implementation of the outstanding VAWG Taskforce recommendations, and the new recommendations generated from the independent review of the criminal justice system ('The Laws' Review') and from the independent review of the family justice system ('The Markham Review').	- Progress towards the delivery of the outstanding VAWG Taskforce recommendations will be published in an annual progress report, as was done in 2026 and 2025. - Progress towards the delivery of the Laws' Review recommendations will be published in a report on the findings of the follow-up review that is scheduled to be conducted next year. - Progress towards the delivery of the Markham Review recommendations will be published in a report of the findings of the follow-up review that is scheduled to be conducted in 2028.
Successful implementation of the incoming package of VAWG legislation.	Prior to each of the laws being brought into force, each statutory service involved in the operationalisation of the new VAWG legislation will report to the Criminal Justice

	Working Group to confirm operational readiness, including: • Completion of individual service and joint workforce training; • Agreed internal policy and practice guidance; • Agreed multi-agency policy and practice guidance; • Publication of required documentation; and • Finalisation of agreed comms and community awareness raising.
Increased system capacity to respond to existing and foreseeable pressures on the criminal justice system related to responding to VAWG.	Officers working within Treasury and Data Analyst to work with statutory services to develop reporting mechanism to facilitate VAWG demand-led funding model wherein the capacity and resource provided to system adequately meets demand. This will be measured by improvements across the system to respond to VAWG-related demand, including: • Improved investigation quality and supervision • Improved case file quality • More timely investigations • Improved digital forensic capacity • Timely victim support • Effective implementation of each of the 5 incoming VAWG laws

4. Are you able to provide an initial overview of the stage of progress the new Sexual Assault Referral Centre is in and, an estimated timescale for its opening?

Planning permission has been granted, and supplier procurement stages have been completed with a resulting identified financial gap being bridged within the proposed Budget 2027 – 2030. Ground works are due to commence at the end of November, with completion currently estimated at end of Quarter 1 2028.

5. Does the Minister consider that the funding allocated within the proposed Budget 2027-2030 is sufficient to meet anticipated demand for policing and emergency services over the lifetime of the Common Strategic Policy? If so, what evidence supports this assessment?

I am satisfied that the proposed Budget 2027 to 2030 provides an appropriate level of funding to meet the policing and emergency service demand currently anticipated over the period of the Common Strategic Policy.

This assessment is informed by operational demand and performance data, service risk assessments, workforce and capability reviews, the States of Jersey Police Policing Plan, the States of Jersey Fire and Rescue Service Community Risk Management Plan, and relevant audit and

inspection findings. These have informed targeted investment in police capacity, the Fire and Rescue Service and the Emergency Services Control Centre.

The position will remain under review as demand, operational risks and statutory requirements develop. Performance, workforce capacity, financial pressures and service risks will be monitored through established governance and reporting arrangements, with any material change considered through future prioritisation and Budget processes.

6. What additional demand for policing services is forecast during the period covered by the proposed Budget, and how has this informed resource allocations?

Policing demand has increased significantly over recent years, particularly in violence against women and girls, public protection and complex investigations. VAWG-related crime has increased by around 30% over four years, with 844 offences recorded in 2025, while rape and serious sexual offences increased by 58%. These cases are also becoming more resource intensive because of digital evidence, non-recent reporting and the specialist safeguarding, investigation and disclosure requirements associated with them. Devices submitted to the Digital Forensics Unit in connection with VAWG offending have increased by 25% over four years.

This existing pressure is expected to increase further over the Budget period following implementation of the five new VAWG laws approved by the States Assembly. Pre-implementation modelling indicates that the new legislation could generate approximately 199 to 369 additional offences by the second year of implementation.

Depending on where demand falls within that range, the modelling identified a potential requirement for an additional 11 to 23 police officers, 5 to 13 police staff and further capacity across Victim Services. This is additional to the significant pressure already being managed within existing resources, against a backdrop of lengthy investigations, victim disengagement and digital forensic backlogs.

The proposed resource allocation therefore addresses both current demand that has built up over recent years and readiness for the new legislation.

For the States of Jersey Police, the allocation provides 14 police officer posts to restore capacity against current VAWG demand, together with 11 additional police officer posts and five specialist police staff posts to support implementation of the new laws. The specialist roles strengthen training, digital forensics, telecommunications and forensic service management, while associated investment in Victim Services supports safeguarding, advocacy and victim engagement.

A proportion of the wider VAWG funding will be retained centrally and released where agreed evidence shows that demand is exceeding the initial planning assumptions. This demand-led approach recognises the uncertainty around the timing and scale of reporting following commencement of the legislation, while providing a mechanism to increase capacity without waiting for a future Budget cycle.

Demand, investigative timeliness, supervisory standards, case file quality, digital forensic backlogs and pressure on Victim Services will be monitored to inform any further release of resources.

7. What resilience capability gaps have been identified, and how does the proposed Budget seek to address these?

The current Emergency Powers and Planning (Jersey) Law 1990 represents the markedly different risk environment of that time, placing duties only on the Emergencies Council to coordinate and implement emergency planning, and then providing broad powers to the council, and to Competent Authority Ministers to take action as required in the event of an emergency.

The risk environment now is very different, and much more complex, and has been becoming so for some time, and so requires a different approach to its mitigation, seeking to be more upstream, both in reducing the likelihood of risks and threats materialising, but also building in resilience to dampen the effects of system shocks, however they might be caused. Government also recognises that the modern risk and resilience environment requires a much wider mobilisation of contribution, recognising the vital role a much wider range of partners and providers, as well as islanders play in making Jersey resilient, than government and Ministers can achieve alone. This work, which has been in development for a considerable time, is complex, but is also designed to be comprehensive, able to flex and respond to changing risk in future, and bring a fundamentally different approach, in line with good practice elsewhere.

8. What operational or strategic capability gaps will be addressed through planned investment in the Fire and Rescue Service, and what outcomes are expected from that investment?

The investment in the States of Jersey Fire & Rescue Service, which includes the Island's Emergency Planning function, represents the next phase in managing strategic risk. The gaps are all strategic challenges, representing the changing nature and understanding of risk, and the outcomes are operational.

Challenges:

1. The challenge for Jersey's firefighters in balancing an exceptionally wide individual skills set, because of the island's risk profile, and increasing professional standards to demonstrate effectiveness and competence.
2. The need to be able respond to the potential for rapidly developing fires in larger, complex, multi-occupancy residential buildings as well as other complex environments, with enough capacity in the early stages to deliver an effective safe system of work.
3. The operational issues arising from new energy technologies. This may combine with the risks in the larger built environment.
4. The need to respond, strategically, to the World Health Organisation's research on firefighting, contaminants and cancer risk to firefighters and;
5. The strategic security and resilience context.

The Business Case sets out five high level outcomes that are required in response, although one of them is dealt with in a separate investment case.

1. Increase the very high readiness capacity of the watches that provide 24/7 immediate response. This will enable a small degree of further specialisation and so start to better manage the expertise burden and risk as well as providing more capacity to mobilise immediately to a rapidly developing fire in a large, complex, multi-occupancy building and deploy tactics to make a bigger difference, when they are needed. Some of this

was approved in the 2026 budget and so the proposed investment would fully deliver the objective, by 2030.

2. Enhance the capacity of the Emergency Services Control Centre (as mentioned this is covered in a business case for the ESCC, as a whole).
3. Add a very small contingent of operational support to the Fire and Rescue Service Headquarters. One post was already approved in the 2026 budget, and this investment will provide vital support from training, operational systems support and delivery of the Service's Community Risk Management Plan objectives.
4. Improved and enhanced structure firefighting PPE provision as well as specialist technology and other arrangements to manage the contaminants that they are covered with after an operation. Those contaminants are carcinogens.
5. Maintain the Emergency Planning function at 4.5 FTE. The vast bulk of this was approved and funded in the 2026 budget, but with a very small uplift in non-pay budget still requested to manage specialist software costs and the fair share of costs with Guernsey for the Channel Island Emergency Planning Officer role.

9. Why has the Budget for Customs and Immigration not been increased for a long period of time and has the Department requested any increases?

The budget for the Jersey Customs and Immigration Service (JCIS) has remained stable over a number of years, as a result of the wider Justice and Home Affairs Departmental need to carefully balance a range of competing operational pressures alongside agreed savings commitments. As with all public services, decisions on funding have had to be considered in the context of departmental priorities and the resources available across the Department.

Before submitting a request for budgetary increases, regular and frequent discussions are held between JCIS management and the Department. These discussions centre on workloads, emerging risks, service priorities and the ability to deploy resources flexibly across the Service. These discussions help ensure that operational demands continue to be met and that areas of greatest risk are appropriately prioritised. No formal request for an increased budget to JCIS has been made for a number of years.

While no significant increase has been made to the JCIS budget in recent years, the Department continues to monitor workload and demand closely. Subject to the outcomes of future budget planning processes, it is likely that a growth bid for additional JCIS staff will be considered as part of the 2028 Budget, reflecting the increasing complexity of customs, immigration, nationality and compliance functions and the need to maintain an effective and resilient service.

10. What is the anticipated timetable for the development and implementation of the proposed resilience legislation, and what benefits does the Minister expect it to deliver?

The current intention is to bring the Primary Law to the Assembly in 2027, although work on the detail of resilience enhancements will be an ongoing activity.

The benefits of the proposed resilience law include:

- More 'people-centred' emergency planning, with an emphasis on vulnerability analysis to best tailor readiness and response;

- A greater emphasis on 'upstream' risk management than the current law requires and designing resilience in to existing and planned strategies in such a way as to deliver benefit without creating avoidable new work;
- More clarity and guidance to government departments, emergency services, and other providers of essential services about what the standards and outputs of resilience activity should look like;
- A specifically designed set of crisis management arrangements for 'whole island' emergencies, to sit alongside and complement the existing, good practice localised and conventional emergency coordination arrangements and;
- A more formalised approach to longer-term risk profiling, aligned to the Future Jersey type timescales.

11. Can you provide an overview of what existing work remains at La Moye Prison following the improvements as part of Prison Phase 8?

As part of the initial agreed Prison Masterplan, Prison Phase 8 improvements were identified as the demolition of the old Gatehouse and security fence re-alignment to liberate space for future development. This has been completed and space made available for future works. Remaining capital funds related to Phase 8 are profiled to pay for final payments and fees associated to a final workstream related to boiler replacements which is due to close in February 2027.

Future phases of the Prison redevelopment have been identified , however these workstreams are not in any current capital project profile for future years and will require new bids for capital funds.

Separately, a business case has been submitted for a new vulnerable care unit (VCU) with additional cells. This is related to the potential impact of the implementation of the VAWG laws on the prison population.

Yours sincerely



Senator Helen Miles
Minister for Justice and Home Affairs