



**STANDING COMMITTEE  
OF  
TYNWALD COURT  
OFFICIAL REPORT**

**RECORTYS OIKOIL  
BING VEAYN TINVAAL**

**PROCEEDINGS  
DAALTYN**

**PUBLIC ACCOUNTS COMMITTEE**

**Chief Constable**

**HANSARD**

**Douglas, Monday, 27th November 2017**

**PP2017/0173**

**PAC-CC, No. 1/2017-18**

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**Members Present:**

*Vice-Chairman:* Mr T M Crookall MLC  
Mr D C Cretney MLC  
Mrs J P Poole-Wilson MLC  
Mr R E Callister MHK

*Clerk:*

Mrs J Corkish

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# Standing Committee of Tynwald on Public Accounts

## Chief Constable

*The Committee sat in public at 3.00 p.m.  
in the Legislative Council Chamber,  
Legislative Buildings, Douglas*

[MR CROOKALL *in the Chair*]

### Procedural

**The Vice-Chairman (Mr Crookall):** Good afternoon, ladies and gentlemen. Welcome to this public meeting of the Public Accounts Committee, which is a Standing Committee of Tynwald. I am Tim Crookall, Member of the Legislative Council and Vice-Chair, and I will be chairing this session. With me this afternoon are Mr David Cretney MLC, Mr Rob Callister MHK and Mrs Jane  
5 Poole-Wilson MLC.

If we could all ensure that our mobile phones are on silent or off, so that we do not have any interruptions, please; and for the purposes of *Hansard* I will be ensuring that we do not have more than one person speaking at once.

At this public evidence session we will be talking to Chief Constable Gary Roberts and also  
10 Superintendent Phil Drowley about budget challenges for the Isle of Man Constabulary. You are very welcome this afternoon, gentlemen.

### EVIDENCE OF Mr G Roberts, Chief Constable and Mr P Drowley, Superintendent, Isle of Man Constabulary

**Q1. The Vice-Chairman:** Before we turn to questions for this afternoon, I would just like to ask you if you would like the opportunity to make an opening statement, Chief Constable.

15 **The Chief Constable:** No, but I welcome the opportunity to come and talk to you. I think the last time one of my predecessors was before the Public Accounts Committee was in the last century, so it is a fairly unusual event, I think.

**Q2. The Vice-Chairman:** Thank you very much indeed, Chief Constable.

20 If you do not mind, what I will do first of all is read a paragraph and a covering letter that you sent to the Minister this year with your report, and then I will ask you if you would like to expand on that and we will start from there. In that letter you said:

I am absolutely aware of the fiscal challenges that the government faces. I am equally aware of the financial problems that key parts of the public service, especially the Department of Health and Social Care, face. However, I am compelled to share publicly the concerns that I have aired with you in private about the Constabulary's

future. The Constabulary is effectively living hand-to-mouth and its resourcing is almost constantly stretched. The challenges that the organisation faces are many and complex, ranging from providing high quality local policing, through meeting fast-changing international standards in respect of financial crime, to replacing skills gaps left by the retirement of large numbers of experienced and senior officers. The situation is by no means critical, but it could become so unless remedial action is taken.

Could you expand on that a bit, please, sir?

25 **The Chief Constable:** In 2000 – I think it was 2000, either 2000 or 2001 – the Force was reviewed by the Inspectorate of Constabulary and the inspector at the time was a man called Dan Crompton, who was the Chief Constable of Nottinghamshire. He was concerned at that point that the Constabulary was funded only for the routine; it was not funded for anything outside the routine. So concerned was he that he took the Minister for Home Affairs at the time out and explained to him his concerns and they were shared; Mr Allan Bell was the Minister at the time. When that happened, the Constabulary had 248 officers and the demand profile it had was significantly different. There was more crime but there were far fewer of the intractable social problems that the Constabulary now has to deal with, like mental health issues and safeguarding and so on. So there was an agreement, an understanding, as far back as 2000 that the Constabulary was only funded for the routine, but our funding has significantly reduced since then and both the current Minister for Home Affairs and his immediate predecessor are on record as saying that we are at an irreducible level.

30  
35  
40 I will qualify that, though. Tynwald could vote to the Constabulary whatever money it saw fit and I would produce a policing model according to however much money I was given, but the policing model that I would create, were the funding that we had to be reduced, would be entirely different than the one we have now. The first thing that would go is neighbourhood policing and I would have to balance the need to respond, the need to investigate, the need to safeguard children and vulnerable young people and the need to deal with the things that I am required by law to do with what is really nice and important to have, which is neighbourhood  
45 policing.

We are an organisation that has lived through some very difficult financial times in the last decade and we have done our very best. As things stand, I would expect this will be the financial year where I come over the budget for the first time in a decade and almost all of that increase will be due to unfunded pay awards. So we take our financial responsibilities very seriously but we are living in a difficult set of circumstances.

50 I do not want to just talk and talk, but I am sure perhaps later on we will come on and talk about things like succession planning, officer training and officer development, because that is where the shortfalls in funding will have an impact that may not necessarily be felt now but will certainly be felt in the years to come.

55 **The Vice-Chairman:** Thank you very much indeed.  
Mr Callister?

60 **Q3. Mr Callister:** Yes, good afternoon, Chief Constable.  
Could we possibly just have a look at the staffing figures? I have gone through your report. Obviously, since 2011-12 we do not have a Deputy Chief Constable, we are minus two inspectors, we are minus six sergeants, we are minus 28 constables, we are minus seven special constables and minus nine community officers. In total we are around 32 less officers than you had in 2011-12. How challenging has that been for yourself and for the Force on the Isle of Man?

65 **The Chief Constable:** We are fairly resourceful, I think, so we have done exceptionally well in the circumstances. As well as accommodating that significant reduction, we have achieved very high seizures of Class A drugs, we have dealt with some very complex cases and we have dealt with them very well. We have dealt particularly well with some very difficult child abuse cases in

70 recent times and we have, I think, done what the public expects us to do: 98% of the public in  
the Isle of Man feel safe and 94% of the public are satisfied or very satisfied with what we do. So  
we have done our very best, but if there are consequences to the reductions that we have had  
one significant consequence is that our ability to deal effectively with the importation of Class A  
75 drugs is nowhere near what it should be and certainly nowhere near what it was. I have less  
than half the number of officers dedicated to Class A drug importation than I had five years ago.  
We are still doing okay and today, as we speak, officers have taken enforcement action and they  
have recovered quantities of Class A drugs from someone on the Island, but our ability to do that  
is very restricted.

But the most significant impact for me is at the local level. Neighbourhood policing is the  
80 bedrock of policing in the Isle of Man and any small, safe community. Policing begins and ends in  
the neighbourhood and we have far fewer officers in neighbourhoods. That is simply a  
consequence of that reduction. I find neighbourhood policing to be precious. If young people in  
particular know, trust and respect the police officers – and vice versa, the police officers treat  
young people properly – over a long period of time relations and the safety of the Island will be  
85 enhanced. We got to a very good position about five years ago, where we were doing it very  
well indeed. We are not doing it as well as we were – and that is not a reflection on my officers,  
who I think are terrific; it is a reflection that there are fewer of them.

**Q4. Mr Callister:** Okay, thank you. There is quite a lot in there and probably we are going to  
90 go back to some of those comments you have made, especially relating to detection rates, drug  
offences and everything else, so we will probably pick all of that up.

**The Chief Constable:** Could I just add a caveat to what I said about staff?

95 **Mr Callister:** Yes, please.

**The Chief Constable:** Since that report, the Treasury has given me some extra funding to deal  
specifically with the challenges from the Moneyval assessment. That has been very welcome and  
the relationship we have with the Treasury is certainly far better than it was in recent years. The  
100 Treasury is certainly very much alive to the difficulties, particularly in the world of financial  
crime, that we are facing.

**Q5. Mr Callister:** Again, we will probably pick up Moneyval because it is one of the questions,  
but I do not want to cross over from different sections.

105 With regard to special constables, do you think they are being utilised in the right places? Do  
you think you could engage more with that sort of branch of the Force to have them more in the  
community in a presence?

**The Chief Constable:** We have increased the number of specials. The Special Constabulary  
110 ran into some difficulties about three or four years ago. We have replaced the senior team. The  
Chief Officer of the Special Constabulary is now a man called Dean Johnson, who is a well-known  
character in the community. He has got a very good and active senior team around him who  
support him. He has increased the number of specials and we, quite frankly, would not function  
anywhere near as well as we do without them.

115 As recently as last week we selected a special constable who is going to work with our  
domestic violence officers and he is the first person to volunteer in that. We have special  
constables who work in roads policing who have been to fatal road traffic collisions and they do  
all the same things my regular officers do. We have got special constables who work in the  
Alcohol Unit. So, for example, I had to cut the Alcohol Unit in half but to a degree their numbers  
120 are being made up by two special constables working in there.

125 So specials are key and we will take as many of them as we can afford to take and as many of them as we can logistically manage to take. I think in the New Year we will recruit again, but one difficulty I have is I get very good specials and then they join the Constabulary as regulars and I have to start again. They are a terrific resource and there is more that could be done with them, but they are volunteers; they give us a lot of time and in the last three or four months we have agreed a policy with them whereby they will guarantee to give a set number of hours.

**The Vice-Chairman:** Mr Cretney.

130 **Q6. Mr Cretney:** Could I just explore a little bit more in depth with you about the neighbourhood policing aspect, where I think I agree with you that it was certainly on the up several years ago and it is very important. For example, in my former area a little office shut recently. Years ago, that would have been a big issue. For example, in that area, in that part of Douglas, is there a dedicated police officer or officers who get round to speak to young people and all that kind of stuff, which was seen as very important?  
135

**The Chief Constable:** What you are referring to is we have closed Pulrose Police Station. When I was a child I grew up in Pulrose. Pulrose was really important then and it has long been critical to the safety of the people in Pulrose that there is a police presence; there isn't one now.  
140 Similarly, we have closed Willaston Police Station and we have closed Andreas, Laxey, Kirk Michael, Ballasalla and Port St Mary. There is an impact of those cuts without a shadow of a doubt, but lots of the impact is hidden and lots of it will not manifest itself for several years to come – and that is the fear that I have.

145 As regards Pulrose, we have a team of officers, who are based at headquarters and whose work predominantly is engaging with young people. They spend lots of time particularly in the secondary schools but also in the primary schools, and even that group of officers has been reduced. At the moment there are three full-time constables in there and a sergeant; there were about six in there at one time. They will do that work, they do it very well and they are known. Two of the officers particularly, Constable Paddy Miller and Constable Mike Griffiths, are probably the best-known officers I have across the Island because young people all know them. I wish I had 10 or 15 of them, because the impact that they can have is considerable.  
150

**Q7. Mr Callister:** Can I just go back for two clarifications, really, Constable. You said that the specials increased, but on the report there has been no increase for the last four years. Can we just clarify? As I say, I have got down 35 and that figure has not changed since 2012-13.  
155

**The Chief Constable:** That is almost an accounting thing. We have taken off the book specials who were not turning out. They have effectively stood aside because they were on the books and they were counted in the numbers but they were not doing anything, and we have taken on two successive intakes of new specials who have been very good indeed and we have taken, I think, six or seven a year. So the actual number of active specials has increased.  
160

**Q8. Mr Callister:** Okay, and one of the other questions you said in your opening remarks there was with regard to an overspend or an over budget. Any idea what that figure potentially could be?  
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**The Chief Constable:** It will be between £200,000 and £300,000, subject to nothing extraordinary happening. The organisation that I am proud to lead will do all it can do to reduce that as far as it can. We pride ourselves on the ability to stay within budget and it could be that another part of the Department of Home Affairs comes in under budget and the Department will absorb that reduction; that remains to be seen.  
170

175 **Q9. Mr Callister:** A final question from myself in this section: how do yourself and the Police Force balance the number of officers and the support staff and which duties they actually perform? So you have got your support staff: which functions ... how do you actually manage that to say, 'Right, these functions should be undertaken by support staff and these should be taken by frontline officers'?

180 **The Chief Constable:** That is a very interesting question because if you were to ask me what the Force should look like in 10 or 15 years' time, I think the balance between police officers and support staff should change because there are things that you could give support staff to do that currently only police officers are allowed to do.

185 Last year, Tynwald amended the law to allow me to contract out some functions; I do not propose to contract out those functions. What I would rather do is have the legislation tweaked again to allow me to appoint some people as investigators, or ... For example, I talked about domestic abuse. There is no reason why members of support staff could not provide the support and help to victims of domestic abuse that currently police officers do. There are some attractions in that because you can dedicate time, effort and training to an individual whose job it is just to do domestic abuse, but police officers do something for two or three years and then have aspirations to develop in other areas or to be promoted and then I have to find someone else and start again.

190 So that is the sort of change that I think could happen. As things stand, we operate a very traditional model except in the Financial Crime Unit, where I have investigators now who are not police officers. They have no powers, but they are doing as much as they can without powers.

195 **Mr Callister:** Excellent, thank you.

**Q10. The Vice-Chairman:** Can I just ask, with regard to keeping officers accredited in specialist training and things like that, how much of a strain is that on your frontline resources?

200 **The Chief Constable:** There are two or three very big, important points from that. At the beginning of this decade our training budget was about £300,000 a year; it is now £99,000 a year. From that I have to fund recruitment and mandatory training, which is things around keeping officers safe, making sure that they use their protective equipment properly, making sure they are trained in first aid and so on. So that reduction in budget is challenging, but the reduction in numbers means that abstracting officers from their duties to be trained is really difficult. It is really hard. When there are only two officers on duty in Peel, how do I take one of them out to give them a day's training? It is really difficult, so that is a particular challenge.

205 The second big challenge, and this is an increasing difficulty ... and I am not bleating or crying for any more resources here; this is a new problem. In England and Wales, the doctrine for policing and the professional standards and the training for policing are set by the College of Policing, so policing is on course to become a profession, like midwifery or any of the others, and the College of Policing is moving towards Royal College status. What that means is eventually police officers will be licensed to practise, so my workforce will change in terms of how it has to be managed, developed and almost led, I suppose, and I will have no choice in that matter. Even though we are a completely different jurisdiction and we are proud of that, the standards that we have will have to be the same as those in England and Wales. The intellectual property rights for all the training material is vested in the College of Policing. They can now charge me whatever they like to access their intellectual property and they have just hit me with a 15% increase in the fees for accessing the training material, and I have no say in that. I have come together with the Crown Dependency chiefs and the chief of Gibraltar to engage them in conversation to point out the difficulties that very small forces have. The reception we have had has been lukewarm, really, and we have got a further meeting in London next week to try and explore it further. Things like that are completely outwith my control. They are right, because I

225 see the importance of us moving in that professional direction, but I cannot go chasing more  
funding because there is no more funding there, so I will have to find other ways of paying for  
that training material.

Sorry, I said 15%; it is 12½%. My superintendent colleague has corrected me – he is better on  
the detail than I am!

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**Q11. The Vice-Chairman:** Okay, thank you for that.

Can I just ask, with regard to your profile at the moment as a workforce ... It was mentioned  
earlier about those that have left in the last few years – you lose a lot of experience, the guys  
and girls that have done 30 years. How easy is it now recruiting? I think you are recruiting at the  
235 moment, and we have seen that you are recruiting across as well to cover for experience and  
that you cannot grow quick enough. What sort of problems have you got with recruiting?

**The Chief Constable:** Going back two or three years we had really significant problems with  
recruiting. One of the difficulties we have is that the starting pay is £22,000 for a constable. The  
240 Police Regulations allow me to set a rate between £19,000 and £22,000 and I have set it at the  
highest rate because in the market we are in there is full employment and we are competing  
against gaming companies who pay gigantic sums of money to young people. So we have had to  
tailor our advertising and our work to focus less on the benefits that people get and more on the  
intangible benefits around doing a worthwhile job and putting something meaningful back into  
245 the community. But for two or three years we struggled.

We have just concluded a recruitment exercise where we found 18 new constables from the  
Island, which is fantastic but I cannot afford to have them all – I have not got the funds to pay for  
them – so I am going to bring 12 in in January and bring another six in later in the year. But  
because of that reduction in the training budget I have had to resort to going to the UK, and so  
250 over the last two years I have effectively recruited 50-50 from here and from the UK. The  
benefits are immeasurable because the people I have taken on are terrific; they are very highly  
trained, very well experienced. We put a lot of effort into finding the right people, so we  
rejected quite a few because we wanted people who we thought would fit in. Our starting point  
was are you Manx, have you got connections to the Isle of Man, do you understand the place;  
255 and if you have not, are you the right sort of person who could easily work in a community  
where you have to treat people properly, you have to know that everywhere you go the public  
know who you are? We have found some great people. It would be easy to keep taking from the  
UK, but then I would risk thwarting the ambitions of the talented young constables I have, even  
if it is hard to train them – and I have got some fantastic, really great young constables and I  
260 want to give them the opportunity, so we are coming to the end of recruiting from the UK, I  
think. We will probably squeeze another year or 18 months out of it and then I think the time  
will come to stop.

The interesting issue around recruitment from the UK is around pension portability. At the  
moment there is pension portability. That will end in about four or five years, so then whether I  
265 can recruit from the UK will become a different issue.

**Q12. The Vice-Chairman:** You mentioned there £22,000 starting pay for an officer, but with  
the overheads and everything else what does it cost the Department?

**The Chief Constable:** We would probably say that the first two years of a constable's service  
cost over £100,000. By the time we have equipped them and trained them and we have done all  
the things that we need to do to make them effective it is about £100,000 a time, so the  
challenge for us comes in making sure we select properly and we apply rigour at the start so that  
we do not lose any on the way.

275 We had a disastrous intake three years ago, where seven of the eight went in the first six or  
nine months. We have examined our navels for days and days on end trying to work out what

we did wrong, and we did do some things wrong but one of the consequences of the reduction in the number of officers is ... This is not an easy job and the community out there is quite difficult at times to deal with, and some of the social issues that we pick up mean that officers find it difficult. If we have got young officers who are not particularly resilient or particularly robust, particularly on the mental health side, then it is just not for them. Partly as a consequence of that we have invested loads of time and effort, and some money, into producing a programme that looks at officer resilience and officer well-being, so that we focus on selecting the right people but giving them loads of support so that we can keep them.

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**Q13. Mr Cretney:** You appeared before the Social Affairs Policy Review Committee, which I chair, recently and you had some positive news about working with the Department of Health and Social Care in relation to mental health issues, in which you pointed out in earlier reports the Police were being regarded as the front line in that area. Would you like to give some update as to how things are progressing?

290

**The Chief Constable:** I thought you might ask me that. The direction of travel is the right one and it is very positive. We have got a Tynwald-approved Mental Health Strategy, we have created a Mental Health Partnership Board and we have created various work streams, including a joint protocol between the Police, the Mental Health Service and the emergency department, that will allow things to be put on a really positive footing. I remain really optimistic. Manannan Court is a fantastic facility and it is right for people who are mentally ill.

295

However, we are not there yet and since I appeared before that select committee the demands that we face from mental health have actually increased and we are spending more and more time on mental health issues. This is not an exaggeration, but there will be at least one day every week where at one given point every single available officer is searching for somebody who is mentally ill – every single week. Last week, for example, there was a man, who is clearly very mentally ill and very unwell and who had set out to harm himself, and officers from the north, south, east and west were searching for him. There was no one else to go to anything else were it to have happened. That is our job, to find people and protect them, but the impact is considerable.

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And so yes, where we want to go is the right place, and yes, the vehicle to get there will be the right one, but we are not there yet and we are affected by things like staffing in the hospital and staffing in Manannan Court. If they have not got enough people and we find somebody who is very mentally ill and we take them in for care, we get into an argument sometimes with other professionals about who looks after them. My officers are not being paid to sit in a hospital and look after someone, but sometimes they are asked to do that because there are not enough health professionals.

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**Q14. Mr Cretney:** Thank you for that. Just on the subject, you said about somebody going missing and resources being occupied. You work with other voluntary organisations and stuff in those kind of exercises?

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**The Chief Constable:** Yes, if, say, someone now, as we get towards the end of the daylight, was thought to be at risk of harm and had gone off somewhere on the Island to harm themselves, we would use the Coastguard, if that were appropriate, or Civil Defence volunteers, and they are brilliant – we are blessed with lots of people out there who will turn out at the drop of a hat and they like doing it. We recently located someone using the search and rescue dogs that are quite a new initiative, which was very positive.

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**Q15. Mr Callister:** I just want to follow on from the points Mr Cretney has made there with regard ... and I have read your evidence as well in front of Mr Cretney's Committee on Friday, 23rd June. It was interesting that you were saying that it was entirely wrong for police officers to

330 go into the hospital setting and to use the Force on people who were ill. So I suppose one of the  
key questions is how do we resolve this. What can we do collectively – different Government  
Departments, your Force? How do we actually resolve this problem so the Police are left to  
police and other Government Departments are there to look after the mentally ill?

**The Chief Constable:** Well, it is very difficult. We are the ones who have some of the powers  
335 and the enforcement powers, but what I cannot understand, and I am sure there are people  
better placed than me to understand, is why mental health in the community is such an  
increasing issue. Whether it is the pace of modern life, whether it is the way we live or whether  
it is our increasing reliance on technology and social media or changing or social networks, more  
people appear to be in crisis more often than was ever the case in my experience.

340 I think it is incumbent on all of us in the public service and you as politicians to try to  
determine why that is and then try to find some of the solutions. We promote positive physical  
health – to what extent are we promoting positive mental health? I am not entirely sure and I  
think in the long term that is the only way of resolving this. We can say we need more mental  
health professionals or we need more police officers, but actually I think we have to do some  
345 societal stuff around how we better equip our community to look after itself.

**Q16. Mr Callister:** Could I possibly ask you to expand? I have followed with interest the  
evidence you gave to Mr Cretney's Committee but I am trying to understand as a politician, as a  
lay person myself, some of the challenges you are actually facing with regard to mental illness.  
350 Could you expand and tell us what sort of situations you are facing as a Police Force and as  
officers?

**The Chief Constable:** They range ... Just to illustrate it with this: 90% of the people who are in  
custody at the Prison have mental health problems – almost everyone in the Prison; so, if that is  
355 the case, almost everyone we deal with in the criminal justice world has mental health issues.  
Some of those mental health issues are caused by drink and drugs or a combination of both, but  
some are simply a result of people becoming unwell.

Firstly, when they are in the police custody system, we have to protect them. They will try  
and harm themselves and they will make efforts to harm themselves or kill themselves while in  
360 our care, so we have to make sure that we protect them as well as we can.

We will find people in the streets who are mentally unwell, who cannot access the services  
they want at the time they want, and the only service they can access is a uniformed constable.

We will find people in crisis in their own homes. We have no powers to deal with them in  
their own homes – we can only deal with them, really, in public – but we will do what we can.

365 We will be tasked by the Mental Health Service and by other health professionals to go and  
find people to do welfare checks on them to see if they are okay, and that takes time and effort.

Increasingly, people will ring up and say, 'I'm now going to harm myself and I'm going out to  
do it now.' Sometimes that is all the clue they give, so we use all sorts of investigative  
techniques we would use for crime to track these people down to find them and safeguard  
370 them. Sadly, sometimes we do not succeed and sadly they sometimes take their own lives.

I used the word 'intractable' before in another set of circumstances, but it is almost  
becoming an intractable problem. We have got a lot of work to do as a community, I think, in  
terms of mental health. As I said before, the direction of travel is right, the strategy is absolutely  
right and the mechanisms that are being put in place to support the strategy are now right, but  
375 there is a lot of work to go before we are successful, I think.

**Q17. Mr Callister:** Can I just expand a little bit on that question. You are saying 90% of people  
that come into custody have some sort of mental health issues – should other Government  
Departments make themselves available over weekends and evenings in order to help address  
380 and take some of the pressure off yourself as the Police Force?

385 **The Chief Constable:** Well, it is really difficult because ... We have had discussions with the Mental Health Service, for example, about their staff coming out on patrol with my officers. That is fine and that works in other environments, but when we have tried to plot the demand we cannot say it is always on a Saturday evening or a Sunday afternoon; it is any time of the week – last week when we were out looking for that man, I think it was Tuesday or Wednesday in the daytime – so you cannot do it. The Mental Health Service, were they fully staffed, would be keen to do so some of that street triage type work, but they just have not got the people to do it.

390 **The Vice-Chairman:** Mrs Poole-Wilson.

395 **Q18. Mrs Poole-Wilson:** In your report you talked about multi-agency teams being something you would like to see more of, and you have talked in the context of mental health and the partnership that is now running and so on and that you think that is absolutely the right thing. But in what you are talking about and, I suppose moving on from Mr Callister's question, how across Government we could be more effective particularly with this intractable issue, could you expand on what else you would like to see in terms of multi-agency working and how it could work well?

400 **The Chief Constable:** If you look at the people who cause the most difficult and complex demand for my service, they will also be the people who cause the same demand for the Mental Health Service, for the Social Services, for Education and for Health. I have long had the view that we should bring together public services at the delivery point so that you have teams of professionals from all the different social services who are there to protect and prevent things from happening.

405 You could easily do that on the Isle of Man, because if I went into a secondary school or even a primary school in Peel and said, 'Which of the children in this school are likely to need intervention from the state over the next 10, 15, 20, 30 years of their lives?' the teachers would be able to write their names down. That is not stigmatising the children; that is just a fact of life that those children would require support from all of the services I mentioned. So I think you could bring professionals together on a geographical basis to provide that level of intervention that we have not hitherto done.

410 **Mrs Poole-Wilson:** Thank you.

415 **Q19. Mr Cretney:** Just to acknowledge the point that the Chief has made there, a former headteacher at Manor Park School told me that within the first couple of weeks of youngsters coming in they were able to identify those who may in the future have problems. Early intervention has got to be the issue.

420 **The Chief Constable:** Yes, and the Department of Health and Social Care is now doing work around early intervention and it is keen and sees that as a particular way of solving issues in the longer term. I agree, and we should direct our funding into things like that, if we can.

425 **Q20. The Vice-Chairman:** Is this not something that we have tried before, though, the multi-agency service teams?

430 **The Chief Constable:** We tried. I am not sure there was sufficient will and I am not sure there was sufficient drive from leaders both in the non-political and the political world, really, to make it happen properly.

**Q21. The Vice-Chairman:** Time to try again?

**The Chief Constable:** I suspect it probably is. To me it looks an obvious thing to do.

435 **Q22. The Vice-Chairman:** Certainly I have seen two occasions – one was up in Dundee and the other was in Jersey – where they do this. They have everybody sat in a room and they are all sharing information. Although they have got their own computers – nobody gets to see the others' computers – they are sharing that information and they said it seems to work.

440 **The Chief Constable:** And the critical thing is that it costs more money to deal with the aftermath of something. If somebody burgles someone's house, it costs more money to deal with that and then to imprison them and deal with them than it does to prevent them and to put the work into prevention. As a community, I think our focus should entirely be on prevention – whether that is on crime, on abuse of alcohol, or health or whatever it is, that is what we should  
445 be doing.

**The Vice-Chairman:** Jo, did you have anything?

450 **Q23. The Clerk:** I was just going to ask: are you involved with the Health and Social Care plans for the community hubs? Have you been involved in that project?

**The Chief Constable:** We have dialogue with them. I am not sure of the extent to which we are going to play a part in them, but that is the sort of thing we are talking about where you could develop ... That is the kernel of an idea that could become something much more  
455 significant, I think.

**Q24. The Vice-Chairman:** Also, police officers in certain parts of the Island are now located in town halls. That has got to be a good thing as well, hasn't it?

460 **The Chief Constable:** Oh, yes. We have just moved Castletown Police into the town hall in the town and I think that is great. When we first did it in Ramsey there was some scepticism. If you ask Ramsey Town Commissioners, they think it is excellent, and that is the way certainly I would go.

We have also had an attempt in Ramsey in the past to have probation staff within the police  
465 station there. Still they will see their clients within the police station environment and that works, and I do not see why that could not be the case.

On a multi-agency basis, one of the very big successes in the Isle of Man public service in recent years has been the Youth Justice Team. That has been a great success. It is now largely a Department of Home Affairs team, but it has reduced young offending by very big amounts. One  
470 year it reduced it by 30%. That has, in the past, been a multi-agency team located in Social Care premises.

**Q25. The Vice-Chairman:** Can I apologise, I forgot at the very beginning and the question asked was from Jo Corkish, our Clerk for the Committee. I forgot to introduce Jo – I do apologise.  
475 And for the sake of *Hansard*.

Can we go back: at the beginning you mentioned Moneyval. Moneyval is very much to the fore at the moment; we are in the middle of a review. In your Annual Report this year you mentioned the effect that the Moneyval assessment and financial crime are having on resources. Can we talk more about that, please?  
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**The Chief Constable:** The demand is very considerable. It is the greatest demand I have encountered in terms of financial crime in my service in the Police and it will likely grow; I do not see any way that it will not grow.

485 One of the money-laundering investigations that the Financial Crime Unit has long been  
dealing with is one of the top four or five in the British Isles in British jurisprudence, I think, and  
so we have got some very big issues to deal with and it is acknowledged that we have not been  
properly resourced. But Treasury is now giving us more money. We have been drawing down  
considerably on the Seized Assets Fund to pay for investigators and to pay for legal advice and so  
490 on. So there is an understanding we have to have more and there is an understanding that we  
have to do an awful lot more work, but we are in the early stages now.

**Q26. The Vice-Chairman:** Are you going to need a lot more to do the job properly?

495 **The Chief Constable:** I suspect we will in time. Some of this is a bit tactical, but the Financial  
Intelligence Unit that was set up a couple of years ago is now finding its way, is on its feet and is  
adopting a particularly rigorous approach to its work. But the adoption of the tactics it is using is  
causing more work for my team – and that is how it is going to be, I think.

500 **Q27. Mr Callister:** Should some of the fund for that particular unit be ring-fenced or, as you  
say, come from the proceeds of crime? If we do actually happen to capture funds, should they  
be automatically given to that unit in order to help funding in the future?

505 **The Chief Constable:** We are unlikely to be able to fund it fully from that route. We have  
been drawing down on the Seized Assets Fund for two or three years to a considerable amount,  
as has the Financial Intelligence Unit, and at the current rate of spend it will run out of money in  
about three years' time. However, we have got very big sums of money on restraint at the  
moment, so ultimately some of that money will, with a fair wind, find its way back into the fund.

510 I do not think you can fund things solely from that, but what Treasury has done is tighten the  
rules around the Seized Assets Fund so that the spend is only really on things related to financial  
crime. In the past, for example, the Department of Health and Social Care have drawn down  
from it to fund a joint strategic needs assessment for some of their work, but that has now  
largely stopped. We will keep trying to put stuff in, but ...

515 **Q28. Mr Callister:** Can I just expand on that, because obviously from the Moneyval report  
and the Financial Crime Unit ... It does not affect the general public, they see very little of it, but  
they do see – or listen to it on the radio or read it in the paper – that Moneyval and the Financial  
Crime Unit seem to be doing an intense amount of work on behalf of our financial industry.  
From a general point of view they do not actually see it, they do not get involved in it, but they  
do see it when there is a reduction in police officers on the ground and the community service,  
520 should we say, is lost. So is it a case, do you think, that we are spending too much time looking  
at Moneyval and the Financial Crime Unit at the detriment of say community policing?

525 **The Chief Constable:** I think we have to do it; we have no choice but to do it. The Moneyval  
assessment said two things: it said, in terms of structure and processes, the regime here is pretty  
good; in terms of the effectiveness of the regime we are not good at all. That, in part, was down  
to absence of numbers, absence of training, absence of expertise, but simply down to our  
inability to convert the law into arrests and convictions. That will come and it will come with  
time. We did our best to argue our case but we were not very successful.

530 What you have said actually, I think, highlights the critical nature of decision making for  
senior police officers. In the Isle of Man, policing is about balance, so you cannot specialise in  
neighbourhood policing because that would be to the detriment of financial crime or to the  
detriment of investigating fatal road traffic collisions or to the detriment of investigating child  
abuse. But you have to do all of those things, so what you have all the time is an organisation  
that is constantly trying to balance: it does a bit of that and a bit of this and a bit of the other. I  
535 think that is probably how it has always been and probably how it will always have to be

because, as Mr Callister says, the public want to see police officers in their communities – that is the starting point – but I could easily take all the community officers away and have them investigate importation of drugs. The Public Protection Unit at the end of last week had 28 live investigations. There are only five officers in there, so I could take more people off the streets and put them in there, but I cannot because I have to maintain that balance all the time.

**Q29. Mr Callister:** Can I just expand on this – and apologies if I am misquoting you, Chief Constable, but one of the things when I read the report back when I was actually working in the industry as a compliance professional ... I was absolutely mortified, if not just absolutely astounded, by Moneyval saying that the Isle of Man lost points because it had not gone through a terrorism crime and there was nothing gone through the courts. So the Isle of Man pretty much lost value and it lost points.

Has Moneyval really given us a fair assessment when you turn around and say, ‘Well, you haven’t had a case go through the Isle of Man courts for terrorism,’ when in my eyes that is really good, it is a positive the Isle of Man has not gone through it? But from a Police Force you have been criticised because they are saying you have not had one, so the courts have not been tested.

**The Chief Constable:** It was ludicrous, I thought, completely and utterly ludicrous. The initial report was stress tested by the plenary group of Moneyval, so all of the Moneyval countries made comment, and some of the Island’s assessment ratings were raised because of concerns that some countries had about things like that. But that particular one, we felt ... We were very unhappy about the tone of the work that the Moneyval assessors did on crime and we were very unhappy about the conclusions that they reached, because we were trying to prove things that we could not prove.

Their starting point was that an absence of prosecutions for terrorist financing means that you are a lax jurisdiction who do not do anything. We were trying to argue the opposite to say the absence means that the industry works with us, they understand the message, they are alive and alert to the problems and they do their very best not to attract business like that – but that argument did not hold any sway.

We have done a lot of work in the last few months, as have all manner of public servants, to try to produce a response to that Moneyval report. There is a delegation from the Island going to Strasbourg next week to argue our case again because it is just blatantly unfair.

**Q30. Mr Callister:** One of the other things, again from my knowledge from working in the industry, was the submission of suspicious transaction reports – or STRs, as they are known within the industry. Again, the report is critical in the sense that the Isle of Man had not submitted the same number as somewhere very ... a jurisdiction like Guernsey and Jersey, they were submitting hundreds and hundreds, and I suppose from a police point of view you actually need bona fide suspicion transactions, so from a Police Force, do you think the message to our industry is to actually put in multiple transaction reports, or is it ...? Where is the balance? Obviously, if you get hundreds and hundreds, like Guernsey and Jersey submit, then you have got to find the officers to actually go through each of those transactions, so where do you get the balance right?

**The Chief Constable:** That is now a matter for the Financial Intelligence Unit, so that has gone away from me but I know that the Financial Intelligence Unit has a priority of increasing the quality against the quantity, so they want fewer, higher-quality submissions.

The Financial Intelligence Unit has picked up work we began, which was to go out and talk to industry and talk to their professionals and explain what we need and the quality of what we need. I think that message has got through. If you have an environment like, I think, in the

United States, where there is mandatory reporting of transactions over a certain figure, then you simply drown in paper and you cannot see the wood for the trees.

590 **Mr Callister:** Thank you.

**Q31. Mr Cretney:** Again, at our Social Affairs Policy Review Committee in October you mentioned the Criminal Justice Strategy strand of the Digital Strategy and that the police core system was ready for implementation, so I was just wondering, given you have made the  
595 commitment to digital transformation, including the new core system, how is it going, first of all; and how will this help with your budget challenges?

**The Chief Constable:** It is not going as well as I want it to; it is several months behind  
600 schedule. We believe that the successful bidder underestimated the complexity of a small jurisdiction. The company we were working with when we bought the product worked with 17 of the 40-odd police forces in England and Wales and I think made an assumption that they could use the costing model they had applied there to the Isle of Man, not realising perhaps the extent to which the laws are different, the processes are different, the court system is different, and that has meant there have been some delays.

605 There have been some technical delays too about our interoperability with UK police systems that we have to have, but we are almost on track again now. We had the Force ready to be trained this autumn and we have now had to delay that training into the New Year, so we are about three or four months behind schedule. GTS in Cabinet Office have been very good in terms of the negotiating skills that they have brought to bear on the suppliers.

610 **Q32. Mr Cretney:** Being behind, has that cost you?

**The Chief Constable:** There is a cost, but the cost so far has been borne by the supplier because we have not been making the stage payments.

615 **Q33. Mr Cretney:** Have you had to bring in any additional staff?

**The Chief Constable:** We have. Some officers have been taken off active street duties to work on helping implement the system. Having the system is one thing, having the technical elements  
620 of it is another, but having the business processes that we have fit for purpose is a third bit and so that work has been going on for a long time. It will happen; it will be a success. We talk frequently to two forces that are closest in terms of the system, South Yorkshire and Humberside; they are about six or nine months ahead of us in implementation. We learn a lot from them and we frequently have dialogue with them and can see that it will be terrific and it will save a considerable amount of officer time which we can free up into community policing,  
625 but it is going to be a difficult 12 months for us, I think.

**Q34. Mr Cretney:** There has been a suggestion made that you have had to re-engage retired officers as well to assist. Is that ...?

630 **The Chief Constable:** We have some retired officers working on that project. We needed people who had an understanding of the criminal justice process and our processes so that they could re-engineer them and make them better fit the system. Across the organisation, particularly in financial crime, I have got a whole raft of retired police officers. I know that that is an unpopular thing with some members of the public and if I could I would do it differently, but I  
635 cannot because there are no readymade investigators out there and I cannot train them from scratch because I have not got the money to train investigators from scratch; so they become, really, the best option – the least worst option, if you like.

**Mr Cretney:** Thank you.

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**Q35. Mr Callister:** Could we possibly look at some of the actual figures. I notice from the report that drug offences on the Isle of Man have increased from 198 recorded crimes in 2014-15 up to 372 drug-related crimes in 2016-17, that compared to 2015-16 where the figure was 257. That is an increase of 45% just on last year. Do you feel the Police Force is doing enough in this area to actually combat drug-related crime on the Isle of Man?

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**The Chief Constable:** You could say we are doing too much because drugs figures are largely produced from the activities of the Police, so if we had no drugs seizures this year I could go on Manx Radio and say we have solved the drug problem, there are no drug crimes this year.

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Drugs is a complicated one. If you look at the general direction of crime, at the turn of the century there were just over 6,000 crimes recorded on the Isle of Man; the year before last we got it down to 1,700. Traditional patterns of offending have changed considerably and so drugs offences now are more common. The very first arrest I made as a young constable was four young men who were smoking a cannabis joint in a shelter on the promenade and that was a really big event at the time. Unfortunately, it is now almost a daily event, as you see from those figures. Officers find young people – they will stop a vehicle at 10 or 11 o'clock at night and they will find cannabis in the car. It is routine.

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I know the Department is alert to the political interest in the possession of cannabis and I know Minister Malarkey is keen to look again at the implications of that for all the public services.

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**Q36. Mr Callister:** But are we actually doing enough to stop drugs coming into the Isle of Man?

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**The Chief Constable:** Well, if you go back to what I said almost at the start, I have got only half as many people looking at the importation of Class A drugs as I had four or five years ago. That worries me.

**Q37. Mr Cretney:** I am not sure whether I picked up rightly or wrongly: you said Minister Malarkey is keen to re-examine the subject?

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**The Chief Constable:** He is.

**Q38. Mr Cretney:** Does he have your support in that?

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**The Chief Constable:** Yes. I think I have said I have gone as far as I felt I was able to, without straying into the world of politics, to say that actually maybe there is a time to have a fresh look at what we do around drugs.

**Q39. The Vice-Chairman:** I think your quote was:

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Drugs policy is a matter for politicians. I have to be careful about how much of an opinion that I offer in terms of drugs policy, but I am content to say that the current situation ought not to continue.

I think, as you said, the Minister, who has just left the room, does agree with you.

Can I just ask ... You were talking about Class A drugs and the stopping of them coming in and the numbers of officers you have got with regard to that. How many more would you need, would you like? I know that is an open-ended question, but –

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690 **The Chief Constable:** Yes, that is the \$64,000 question, isn't it? I could make policing work to whatever model I wanted with however many people I had, but it would be different. What I have had to do ... and sometimes from adversity good things happen. We have to change our tactics on drugs, so we now ... In the past we used to investigate a drugs syndicate for months and months. We cannot do that now, so our investigations are shorter and a bit cruder in some ways but have been as effective. But when I sit, as I sometimes do, with my drugs officers, they get very cross with me because they are really nice and passionate people who want the place to be as safe as it can be and they are so frustrated that there is more ... they want to do more and more.

695 Last year into this year, 2016-17, we successfully dismantled some drug supply networks – and I have to be careful what I say because some of the stuff is *sub judice*, but they did a lot of terrific work in a way they had not worked before. But I would like to have at least twice as many of them as I have got now; I have got half a dozen of them.

700 **Q40. The Vice-Chairman:** Okay, what I will do is expand that a little bit more then and make it even more difficult for you: what numbers would you like to take your Force back to, to be comfortable with? I get the feeling that although your Force is doing a good job in the circumstances, what number would you like to go back to?

705 **The Chief Constable:** I would like to change the model again. We talked before about the workforce mix – I would like over time to change the workforce mix so that people who work in things like domestic abuse are not necessarily police officers, they are different professionals. I would like potentially to have more analytical support in the Financial Crime Unit and some more specialist support in there. But if we could get neighbourhood policing back to where it was, I would be content. I know that is not realistic and I have not for one second come in here to wave a shroud –

**The Vice-Chairman:** It was me that asked the question.

715 **The Chief Constable:** I know. The previous Treasury Minister used to accuse me all the time of shroud waving and I never did – I simply say how things are. I am not gilding the lily at all, but I have this general fear on two levels.

720 One is neighbourhood policing has diminished and the consequences of that might take years to be felt. I am just starting to see signs, particularly the behaviour of some young people in and around Douglas, and I start to worry that that would not have happened three or four years ago because of neighbourhood policing.

725 Secondly, my inability, because of the limited training budget I have got, to develop officers to their maximum potential threatens the organisation with becoming mediocre in the medium term. If I cannot train them and develop them – because I have only got £99,000 – when I am trying to find the next generation of chief inspectors or superintendents I am not necessarily going to have the people here with the skills or the expertise or the training, and that would be a tragedy, I think.

**The Vice-Chairman:** Mr Callister.

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**Q41. Mr Callister:** Just carrying on from that point, again looking through the report it says one of the biggest increases on the recorded crime by offences was criminal damage. Is that again due to the lack of police officers on the ground in our towns and villages?

735 **The Chief Constable:** Yes, it could be. Criminal damage is one of the main signs of a decrease in the effectiveness of local policing.

740 **Q42. Mr Callister:** I suppose there is a follow-on from that as well: it was a headline figure that recorded crime on the Isle of Man has increased by 11%, the overall detection rate has fallen by 3% to 46.9% – is that satisfactory?

745 **The Chief Constable:** I am not particularly worried about recorded crime in most ways. I know the public are, but the recorded crime is so low. So that context I gave you before about 6,000 offences at the turn of the century ... We are a low-crime place and we are the lowest of the Crown Dependencies in terms of crimes per head of population, so I am content with that. What is more important to me is that people feel safe in their homes, that they feel safe when they go about their business at night, that they trust and respect the Police and that they have confidence in them. Those measures to me are even better than the measures of levels of crime.

750 If I said to officers my focus is all on cannabis, crime would go up and up because every time we find somebody in possession of cannabis it is an offence. If I said there are countless victims of domestic abuse out there who have not yet got the confidence to come forward or the strength to come forward and disclose what has happened to them, but we are going to put a real effort in to doing that, crime would go up again.

755 Some crime I want to go up. I want domestic abuse reports to go up because it is so underreported. I cannot remember the precise figure but it is something like one in 30: it takes 30 domestic abuse incidents for somebody to actually tell someone else about it. So I want that to go up. Some things that are the sign of police activity I like to go up; other things I want to drive down. So it is a complicated thing, crime recording.

760 **Q43. Mr Cretney:** Mr Callister just referred to detection rates. The Isle of Man Police Force has traditionally had one of the best levels of detection rate – is that still the case?

765 **The Chief Constable:** It is still the case. We are still probably in the top one, two or three forces in the British Isles. It is a bit lower than it was, a bit lower than I would like it to be. It is twice the rate in England and Wales.

The one that we are particularly poor at is burglary. I would like us to be better at detecting burglaries. We have had a very significant set of successes this year. Again, some of this is *sub judice* but we have had a run of commercial burglaries during the summer and we feel that we have now detected nearly all of them and there has been some good work done on that.

770 The other one where the detection rate on paper is very poor is rape and the detection rate in the whole of British policing is very poor for rape. That is not to say we have a rape problem, it is not to say we are not good at investigating it; it is just that it is very difficult to detect, clear and actually bring somebody to justice. Sometimes victims actually do not want to go to court, but we still record it as a crime.

775 **Q44. Mr Cretney:** We have to give them the confidence that ...

**The Chief Constable:** That's right.

780 **Q45. The Vice-Chairman:** The use of social media in the last two or three years – the Force has engaged a lot with it, I would have to say. Quite successfully, would you say?

**The Chief Constable:** I think so. We have cleared some crimes on the back of information that has gone out. I think we make ourselves look more human, we make ourselves more accessible.

785 We sometimes get things wrong, but I have taken a very permissive approach. Every officer in the Force, if they like, can have access to social media. They have all got a work-enabled device where they can go on social media. Many of them have accounts; almost none of them have done anything wrong. We have made the odd mistake, but the impact has been considerable and the extent of our digital reach is the greatest in the British Isles. In England and Wales,

790 Greater Manchester Police have the highest per capita reach; ours is considerably more than  
theirs. I think our main Facebook page has fifty or sixty thousand followers – we live in a  
community of 85,000.

**Q46. Mr Cretney:** So, in the case of something being on Facebook, for example, which  
795 obviously is a load of nonsense, the officers may take the opportunity to try and correct, or ...?

**The Chief Constable:** Yes, we will try and intervene as much as we can, but what I do not  
want to do is to get into a debate on social media; it can be harmful.

Where I see a really big value in it was illustrated when we had storm Ophelia that came  
800 through a few weeks ago. That was a horrendous storm, really, and in the past the Emergency  
Services Joint Control Room would have been swamped with telephone calls about that. We  
brought in one of our own officers and we brought in one of the press officers from the Cabinet  
Office – Richard Parslow – and they sat in the control room and they repeatedly tweeted and  
put Facebook entries out. I was in the control room myself and I tweeted a message about  
805 public safety at 20 past five on the Monday evening. I happened to look at my Twitter account at  
5.30 and three and a half thousand people had seen that in those 10 minutes. We had almost no  
phone calls from the public in that control room, which allowed the operators in there to deploy  
all of the services to things and I saw a real benefit then from social media.

**Q47. Mr Callister:** Can I just ask an additional question. I know we are here this afternoon,  
810 Chief Constable, to talk about the budgetary restraints on the Police Force, but it would be  
remiss of me not to take the opportunity ... Again, part of the Government's programme is to  
increase the Isle of Man's population, and I know I have been in meetings before when I have  
heard you speak on this. Do you think that the Police have sufficient powers to carry out  
815 additional checks on UK residents coming to the Isle of Man to live and for non-UK residents  
coming to the Isle of Man to live?

**The Chief Constable:** I think the Island as a whole has not yet got a policy on what its border  
security should look like, and I think that is a political thing. Politicians need to decide what it  
820 looks like, and once you have decided then people like me are given powers to deal with it.

**Q48. The Vice-Chairman:** You mentioned briefly a few minutes ago about the Emergency  
Services Joint Control Room. It has been open now since, I think, 2004, so 12 or 13 years.  
Working well still? Value for money?

825 **The Chief Constable:** It is staffed with really good people, some of whom have been there  
from the start. I really like and rate them as professionals.

I think it is probably the time now to look at it again because demands have changed. If you  
go back to 2003, crime made up more of the demand. If you look at the data in the first few  
830 years, calls for the Police outnumbered fire and ambulance calls put together; last year,  
ambulance calls outnumbered police and fire calls put together. There is this inexorable rise in  
ambulance calls and ambulance calls are complicated, so when someone rings up and says, 'I've  
found my husband collapsed in the living room,' the operator takes the caller through a whole  
series of stages that can tie them up for 10-15 minutes at the expense of the other services. The  
835 consequence is that the ability that the operators used to have to manage police demand in a  
different way has gone and they deploy police officers because that is the right thing to do.

What I have had to do is convert some police officer posts – four posts – into what I am  
calling 'first contact' officers. These are people who deal with people at the counter at Police  
Headquarters, who deal with stuff online and who deal with stuff by telephone and they  
840 effectively triage calls. They are there at peak times, so they are there from four o'clock until  
about eight o'clock tonight, so peak time. They will be there and they will triage those calls

because the control room, because of this huge growth in ambulance calls, has not got the capacity to do it anymore.

845 **Q49. The Vice-Chairman:** Are these volunteers or paid?

**The Chief Constable:** No, they are paid. I use the funding and the headcount from police officer posts to employ them. At the moment they are on limited-term appointments but they are undoubtedly a success.

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**Q50. The Vice-Chairman:** Thank you.

We were talking earlier about ... you mentioned how you would like the Police Force to look, and one of the questions I have got written down here is: how do you envisage the Force looking in say 10 years' time? Where do you think we need to be? Are you heading in the right direction?

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**The Chief Constable:** I think there are a number of levels to that question. One thing I have not talked about is our ability to deal with cybercrime, and the Constabulary has almost no ability to deal with cybercrime. I have done some collaborative work with Jersey, Guernsey and Gibraltar and we got some funding, actually, from the European Union, which is about to end, where we set up a project. Our ambition was to create a virtual centre of excellence for cybercrime across the Crown Dependencies, but Brexit has put a spanner in the works on that and the money will disappear.

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It is very clear that we have nowhere near the capacity that we need and in the last 12 months there have been people on the Island who have lost huge sums of money from their bank accounts where they have been ripped off. If I do any public speaking, I always say to a room of the public, 'Hands up who's been a victim of crime this year,' and in an audience of 40 or 50 I would be surprised if anyone put their hand up. If I say, 'How many of you have had a phone call from somebody saying, "This is Microsoft, can we just fix your computer?"' almost every hand in the room comes up. That is the beginning of a crime. Some people on the Island get into a telephone relationship with these people, give them their bank details and then their bank account gets emptied.

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The difficulty I have is this: the Department, for the right political reasons, has said that it will always submit flat budgets and it will not accept any revenue bids. It is doing what it is required to do and I understand that, but this is a new world for me and I think over a period of time it is one where I probably need the most investment because I simply do not have it.

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So the Force in 10 or 15 years' time I hope looks pretty much like the Force does now in terms of decent people who are trusted by the public, who work hard, who have the right core values so that they treat people properly, and I think I have got them. We have done an awful lot of remedial work over the last decade to change how the Force feels, and everywhere I go people say, 'Your police officers last night were fantastic.' We have got good people who do their best. The core of it will be all around those people, but I think in the future I would like it to be working more closely at a local level with partners so we have those service hubs I talked about. I would like it to focus more on prevention, and that is something we are keen in the Constabulary to do. Let's prevent young people getting into trouble, let's prevent people turning to drink and drugs, let's do all that work – but it is hard work to do that. It also needs to have real specialist capability around drugs, around cybercrime, around child sexual abuse, around all of those things. They are the challenges, because offending will keep on changing and we have got to try and stay ahead of the game.

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Just going back to the point Mr Callister made about the population growing, the border issue is one issue with that; the second issue is about social cohesion and I have never yet seen a debate in the Island about the social implications of that growth in population. It seems to me almost inevitable it is necessary – and I know Mrs Poole-Wilson has got a keen interest in this,

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895 but there has to be a proper debate about that so that we do not make the mistakes that other jurisdictions have made.

900 **Q51. Mr Callister:** I totally agree. The reason why I brought it up was because I was reading a report last night and it said the Isle of Man's population has to increase as a must, and I thought that was quite a strange statement to make within a Government report. The question is – I thought the same – how is that increased population going to work? I am sorry if I quote you wrongly, Chief Constable, but I know from previous meetings we want good people to come to the Isle of Man, people who will contribute and integrate with our society and our communities. What we do not want is people who have got terrible convictions in other jurisdictions coming to the Isle of Man and not actually contributing to our society. It is incredible and I just wanted to touch on your thoughts there because I know in previous places you have shared some concerns as well.

910 **The Chief Constable:** Yes, I think I have a concern – it is an emerging concern, really – about the work permit system, and as you relax the work permit system ... We currently use that, or have used it periodically, to have people excluded from the Island who should not be here. So, if they have terrible convictions and we find them in employment and they start to offend on the Island, courts would convict them of an offence of obtaining pecuniary advantage by deception, which has just changed in the Fraud Bill but essentially they told a lie about their convictions and the courts would get rid of them. That is a very powerful thing to do in a small place, and as we relax the work permit laws I think we have to just keep a weather eye on whether we start then attracting the wrong sort of people. That is a very negative-sounding phrase, but it only takes a hard core of persistent offender to come to the Island to make our lives quite difficult.

920 **Mr Callister:** And to increase costs and everything else. Thank you.

925 **Q52. Mr Cretney:** That is fine in terms of those people who are wishing to come to the Isle of Man to work, but for those who are not requiring work permits, those who might equally have backgrounds which we would not want to have on the Island, there is a more substantial problem there perhaps as well. As the person who brought forward the Residence Bill, can I suggest that is revisited?

**Q53. The Vice-Chairman:** Automatic number plate recognition – are you using it at all?

930 **The Chief Constable:** Not using it yet. We have it. There are some minor technical issues with it. We are running through a series of technology projects. The one that we are most active on at the moment is body-worn video. There are a number of officers who are wearing it all the time and the impact has been excellent, really. We are close to going to procurement, I think, on that. Automatic number plate recognition will be the next significant step after that.

935 **Q54. The Vice-Chairman:** Will both those, automatic number plate recognition and body cameras, make life easier for you, or will they potentially give you more work because they obviously pick up things that you would not see straight away?

940 **The Chief Constable:** There are some conflicting studies about body-worn video and its effectiveness. Most of the studies seem to say that it reduces demand, so that people who would potentially want to be abusive to a police officer outside a nightclub at three o'clock in the morning will not be if they know they are being recorded. We have already got one case on the Island where we have cleared a nasty assault on the back of an officer having engaged with the offender earlier and had the clothing and everything captured on the video. So I think it will reduce demand.

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ANPR could increase demand, but the question is: is it there to generate revenue through taxation? I do not think it is. I think it is there to stop criminal use of the roads.

950 We have not touched on the criminal justice system and we have not touched on the criminal justice modernisation strategy. Some of this is fundamental to that because the strategy is not progressing as rapidly or as well as it should. I will be careful how I say this, but I do not think all partners involved in it are as committed to it as they should be and because of that our ability then to easily transfer digital imagery into the court process is not what it should be. In about 2000 I remember being at a conference in London and a speaker waved a CD-ROM and said, 'In New South Wales this is a murder file.' So, in Australia the best part of 20 years ago when  
955 somebody was being prosecuted for murder it was done electronically. We still produce paper files and until we can overcome that, the savings we make on our core computer system, the savings we make from using technology like body-worn video, will not be as great as they should be.

960 **Q55. The Vice-Chairman:** Bearing in mind your concern there and being careful of what you were saying, are we getting closer to sorting those issues out or have we got to a sticking point that needs sorting?

**The Chief Constable:** I think all the progress so far that has come through the Criminal Justice Strategy has been driven by a handful of people who are committed to it, but some of the things  
965 that have happened would have happened anyway. So we would have had a cautioning policy with the Attorney General that took low-level offenders out of the court system and the Department of Home Affairs would have produced things like the Sentencing Bill which is soon to come before Tynwald, whether there was a Criminal Justice Strategy or not.

970 We are in danger of missing opportunity not just to make the current system slicker and faster and cost less; we are missing opportunity to look at what justice is and see whether there are better ways of delivering it. We could probably talk about this particular one all day.

**Q56. Mrs Poole-Wilson:** With the digital transformation strategy that the Constabulary is undertaking, to what extent is that being followed through in other partner areas in the criminal justice system?  
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**The Chief Constable:** The approach is generally going in the right direction. The core system that we have – with a fair wind the Attorney General's Chambers will take pretty much the same  
980 system, or certainly parts of it, reasonably soon. A little bit further down the line the Registry may well take it, but progress varies according to the size of the organisation and the number of people they can afford to put on the project. That is the general direction of travel, but progress has been much slower than we would have wanted.

985 **Q57. The Vice-Chairman:** Is there anything else?  
Have you got anything else you would like to say before we finish?

**Mr Cretney:** What haven't we asked you?

990 **The Chief Constable:** I was just wondering what you haven't asked me ... If you will just bear with me one second ...

You have made reference to my Annual Report a couple of times. What you will see at the back of that is the Constabulary Strategy, and that strategy is predicated largely ... Three of the four strategic aims in it are around continuous improvement, and that is the approach the  
995 Constabulary has all the time. We have just got to keep getting better and better. We have absorbed the reductions in our budgets because we have changed how our people work, we have changed the processes we have used, we have allowed people to be creative and

imaginative. We have not necessarily stuck to traditional things and I am proud of some of the stuff we have done in terms of finances.

1000 One other thing I do need to mention to you that I have not, and it touches on some of the things I was talking about with developments in the UK, is that as the world becomes more dangerous around terrorism and things like that, our ability to operate with the United Kingdom is becoming more and more important. It is not just the College of Policing where there is the intellectual property issue. It is around if we had a terrorist attack on the Island how would the  
1005 UK support us. It is about how there is interoperability around command, around training, around equipment and so on. That is becoming devilishly hard to do. We cannot quite work out why, but the support that all the Crown Dependencies have had in terms of understanding and sympathy and so on from the UK has been poor, really poor. As I said before, I meet again next week with my counterparts from the Crown Dependencies and we will again engage with the UK  
1010 to try to reach the right position for all of the Crown Dependencies, but that is fast becoming an issue that will become a political one, I think.

**Q58. Mr Callister:** Could you just expand on that? Are you saying the relationship with the UK is not good?

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**The Chief Constable:** There are several levels to it. On one hand we have a formal relationship with the National Crime Agency, which is sometimes called the British FBI. We have a good working relationship with them and they have given us very active support on some financial crime matters.

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Where we want assistance is from a thing called the National Police Chiefs Council. I am a member of that and we have asked them to give us support in terms of mutual aid. So, if we had a plane crash or if we had a civil disaster of some sort or if we had a firearms siege, for example, that went beyond my ability to deal with it, I would want mutual aid. The protocols that they drew up specifically excluded firearms support, and so we have been arguing with them and discussing and negotiating with them for many months now to reach the stage where they will give us the support that we need and Jersey, Guernsey and Gibraltar and so on need. I am sure at some point we will get there, but it is a very tricky issue, a really tricky issue. And then how we maintain our standards is key because they will only give us the support if our training standards, our training equipment, our training facilities, our command levels and our command experience are all at the standard they want. So that is a real challenge for us.

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**Q59. Mr Callister:** Will that change, do you think, after Brexit, depending on how it is a soft exit or hard exit? The relationship with the UK, do you think it will change?

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**The Chief Constable:** The only issue I would have on Brexit is around the Common Travel Area and what will happen to that. I do not see any significant impact on the Constabulary otherwise.

I think I have probably covered everything I expected you to cover.

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**Q60. Mr Callister:** I suppose the only other question we have not asked is the concession, the actual longevity of the Police, officers coming through with sufficient training and everything else. Do you think there is sufficient support and do you think that the Police Force can change? That was something you did highlight. Your concession plan was one concern I think you put in your report.

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**The Chief Constable:** Yes, what we have done is we have produced a training plan, a succession plan. People like me are not going to be around forever and some of my senior colleagues are getting on a bit. We realised that there was a shortfall of between £300,000 and £400,000 in terms of training that we needed just to replace retiring people, so the Treasury

1050 gave us some money from seized assets to deal with that. We are dealing with it, but it is quite slow work because, as I said before, taking people away from their work place is really quite difficult; but we have a plan and we are working to it and I think by the end of probably 2021, or thereabouts, we will be on track.

1055 **Mr Callister:** Excellent.

**The Chief Constable:** Sorry, I do not want to prolong it anymore, but one other thing that again you need to be aware of is that as policing becomes a profession all aspects of it are being looked at afresh. So, in the forensic science world there is now an ISO standard for the handling of forensic exhibits and for dealing with forensic material. We have used seized asset money to construct a forensic laboratory and it is a terrific facility, absolutely first rate, but ISO standards like that are here with us forever and we have to adhere to them because if we do not we will be challenged in the court process. The ISO standards cost a lot of money to get to. For example, on the forensic science one I have to have a laboratory manager. I do not have a laboratory manager; I have one member of support staff who does admin and support work and police officers who investigate things. I am going to have to make one of them the laboratory manager at some point, just to keep in line with that ISO standard.

**Q61. Mrs Poole-Wilson:** Just on that, these are new standards that are coming in, so it seems to me that what you have been talking about is you are always having to cut your cloth to meet ... not only balancing the policing requirements you have got, but when something fresh comes in ... You have talked about receiving some additional funds, but what is the thought process at the moment in terms of if there are new requirements put on, a new standard like this? What is the process for whether or not there should be additional funds provided to meet something new and outwith your current policing requirements and budget?

**The Chief Constable:** Well, for the best part of three or four years now the political imperative has been no revenue bids, so I do not make revenue bids. I would not go to the Department and ask for a revenue bid, because it is very clear that they are under a direction from the Government. So we do the best we can.

At some point there will come a time where I cannot do that, and I think on things like forensic science and cybercrime in particular I will have no option but to try and submit a revenue bid at some point. We are wearing our uniforms today: we work in a disciplined service and if someone says the financial rules are these, then we work to the financial rules; that is the world we are in.

**The Vice-Chairman:** Chief Constable, Superintendent Drowley, can I thank you very much for your time this afternoon.

That is the end of this evidence-taking session. Thank you.

*The Committee sat in private at 4.16 p.m.*