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CHIEF CONSTABLE'S ANNUAL REPORT

2024/2025



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OPENING LETTER FROM THE CHIEF CONSTABLE



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Our Ref: RF/SK/ANNUAL REPORT25

Honourable Minister J Poole-Wilson, MHK
Minister for Justice and Home Affairs
Department of Home Affairs
Tromode Road
Tromode
Douglas
IM2 5PA

Dear Minister

Re: Chief Constable's Annual Report 2024-25

In accordance with the Police Act 1993, as the Chief Constable, I am required to submit an annual report on the performance of the Isle of Man Constabulary (IOMC). Whilst there is no set format for the report, I have developed a template which will address each of the priorities outlined in the Department for Home Affairs – Policing Plan 2024-25 and the underpinning enablers which are also outlined in the Policing Plan. This template consolidates the preceding quarterly performance reports and informs the performance data in the Chief Constable's Annual Report. Here on in, I will be adopting the same template for the remainder of my five year contract which will see through the delivery of the Isle of Man Constabulary's Strategic Plan 2023-2028.

My vision for the Isle of Man of 'Ensuring the safest island in the British Isles; focusing on protecting vulnerable people, reducing harm and tackling criminality, whilst putting the victim at the heart of everything we do', continues to be embedded in the IOMC through the policing purposes of protecting vulnerable people, reducing harm in our local communities and tackling criminality, which provides a clear direction for officers and public services commission staff working for the IOMC. These three policing purposes balance the full range of operational policing activity and collectively deliver against the priorities and outcomes outlined in the DHA Policing Plan 2024-25.

Cont/...



OPENING LETTER FROM THE CHIEF CONSTABLE

Underpinning the three policing purposes are five principles for delivery, which reflect the approach we have taken to deliver a high quality policing service to our communities and the outcomes achieved in the performance year 2024-25. These principles for delivery are complemented by five enablers, which correlate with those outlined in the DHA Policing Plan 2024-25 and provide the capabilities we require to efficiently and effectively support operational policing.

The mission of 'Keeping People Safe,' underpinned by the vision and values, together with the principles for delivery and organisational enablers are all summarised in the report within the 'Plan on a Page'.

The overview highlights the key successes of the IOMC in terms of performance and I am pleased to celebrate a 10% reduction in recorded crime this year and an 18% overall reduction since I took office in 2023. Our detection rates have increased to 56% from 54% last year and 50% the year before. This positive outcome rate for overall crime is exceptional when compared to other forces in the United Kingdom and other comparable jurisdictions.

Whilst overall crime has reduced and positive outcomes have increased, the challenge in respect of policing is becoming increasingly complex with various forms of organised criminality, money laundering and the work being undertaken to tackle violence against women and girls. However, the IOMC's resolve has been impressive and we have seen the prison population burgeon beyond capacity, (despite additional accommodation being built within the prison campus). This is indicative of the notable success of the IOMC and our wider criminal justice partners.

The report is designed to be read online with the page entitled 'Isle of Man Constabulary 2024-25 in Figures', providing a series of interactive tabs which link to a breakdown of individual performance data by crime type or thematic.

To underscore the quantitative statistical data of the IOMC's performance, I have provided a comprehensive qualitative assessment of our performance in respect of each of the priorities outlined in the DHA Policing Plan 2024-25:

- Tackling international money laundering and the financing of terrorism.
- Community policing based on neighbourhood policing principles.
- Deterring, pursuing and preventing serious and organised crime in the Isle of Man.
 - Securing the Island's entry points.
 - Tackling serious and organised crime.
- Tackling exploitation of vulnerable people.
- Reducing and preventing youth offending and reoffending, including anti-social behaviour.
- Reducing the harm caused by violence and tackling violence against women and girls and domestic abuse.
- Reducing the number of people killed and seriously injured (KSI) on our roads.



OPENING LETTER FROM THE CHIEF CONSTABLE

'Building organisational capacity and capability' is also key to the success of the IOMC and is underpinned with the following six enablers which also feature in the DHA Policing Plan 2024-25:

- People.
- Business Delivery.
- Digital.
- Partnerships and Collaboration.
- Demand Reduction.
- Understanding of Strategic Threat and Risks.

I have provided a comprehensive update in respect of each one of these key enablers, whilst also providing an acute 'Understanding of Strategic Threat and Risks', informed through a Strategic Threat and Risk Assessment (STRA). I have an effective Command Team who work cohesively as a cabinet in terms of decision making. We, as a collective, have exhausted all available opportunities to ameliorate the risks identified to date. Without compromising other policing functions such as neighbourhood policing, we are unable to resolve or mitigate these risks any further within the current IOMC budget. It must be recognised that under Section 1 of the Police Act 1993, it is the duty of the Department of Home Affairs to secure the maintenance of an efficient and effective police force for the Island, so as to ensure the effective preservation of law and order. In discharging this responsibility, I would respectfully request your support Minister and that of the Department of Home Affairs, as well as CoMIN (Council of Ministers) to consider the prevailing risks and requisite resolution.

I have highlighted a number of examples of significant events, major incidents and major investigations which demonstrates the range of capabilities and effective partnership working when responding to extraordinary events in the context of the Isle of Man.

Some of the key deliverables in terms of transformational change rely upon enabling legislation, I have therefore provided an update and timeline in anticipation of the legislation being considered by Tynwald.

I have also included an appendix which highlights the progress on the recommendations and areas for improvement identified in a report following the inspection of the IOMC by His Majesty's Inspectorate of Constabulary (HMICFRS) which was undertaken in November 2021. I have emphasised the need to reconcile the only outstanding recommendation from HMICFRS, which has become more acute due to a change in the deployment model for armed policing, as well as the wider tactical command and demand management of the IOMC, over a 24 hour, seven day per week, 365 day a year period.

Initial indications following positive changes in uplifting salary for new starters show promising signs for recruitment, which will hopefully be confirmed over the coming years. However, the issue of retention is a significant concern in the medium to longer term as we predict the retirement / resignation of officers over the next three years. A strategic intervention is required to ensure that in three years' time we are not in the same position that I inherited from my predecessor with a 'burning platform' in terms of officer vacancies.



OPENING LETTER FROM THE CHIEF CONSTABLE

Despite a successful recruitment campaign attracting 16 new Officers who are due to complete their initial training in April 2025, the circa 30 vacancies we have been carrying up until now has made it a tough year for all across the IOMC feeling the pressure. This has been exacerbated by a back drop of increasingly complex criminality and new legislation.

Vulnerabilities across other areas of Government have created avoidable demand upon the IOMC which has been a catalyst for bringing about constructive challenge. Consequently this has galvanised partnership working to address the vulnerabilities and has been instrumental in tackling organised criminality and securing our Island.

The greatest vulnerability for the IOMC and the one which causes me the most concern is the significant increase in demand brought about by the changes in legislation relating to sexual offences, obscene publications and domestic abuse. As a result, the Protecting Vulnerable Persons Investigation Team are overstretched and urgent action is required to service this additional demand. I have commissioned a review to understand the current and future predicted demands which will inform a business case for growth in the near future.

I appreciate your personal support and that of DHA colleagues which has been provided during 2024-25. However, I would really welcome your advocacy to garner support from Treasury and CoMIN during 2025-26 to address the prevailing risks which have been identified through the STRA. I anticipate that if these risks are not mitigated, then the delivery of the objectives outlined in the DHA Policing Plan and more importantly the quality of service to the public of the Isle of Man may be compromised. Last year I anticipated that it would be a challenge to maintain the tempo and performance achievements of 2023-24, but surprisingly, the IOMC has surpassed this performance in 2024-25. The productivity of the IOMC supported by its partners has gone from strength to strength over the past 12 months and I am extremely proud to present the attached report.

I would like to recognise the unwavering support of the Office of the Chief Constable and the performance analysts, as well the support and commitment of my Command Team who have continued to deliver effectively through their teams. All of the aforementioned have contributed to inform the comprehensive narrative outlined in the attached report which is based on fact and evidence.

I continue to feel extremely privileged and proud to lead the IOMC and we will continue to do our very best for the communities which we serve across the Island and keep people safe.

Yours sincerely

Russ Foster, KPM, MSc
Chief Constable



CHIEF CONSTABLE'S OVERVIEW

Overall Crime Figures for the year 2024-25 have shown a 10% reduction in recorded crime on the Island. The detection rate for crime finalised within 2024-25 was 56%, a 2% increase from last year, which is exceptional compared to other forces in the UK and other similar jurisdictions.

Calls for Service in 2024-25 have been consistent with the previous year. June was the busiest month due to increased demand from the TT. Priority response time targets for urban and rural incidents were identified in January 2025 as not being accurately counted due to changes in the method of closing incidents. This has affected the data for the majority of this reporting period. Work has been undertaken to rectify this going forward. Therefore, the data is only reflective of all priority calls from mid-February and March, and future comparative data will not be possible for the preceding months.

Tackling International Money Laundering and the Financing of Terrorism - During 2024-25, the IOMC has continued to build capacity and capability to establish a fully functioning Proactive International Money Laundering Investigation Team (PIMLIT). This year has seen the successful recruitment of additional investigators and expertise supporting IT advancements, forensic accountancy, and more analytical capability. The PIMLIT headcount now stands at 31 and with additional funding through the Seized Asset Fund, the PIMLIT will increase its headcount by three more staff.

Investigations over the last year have doubled, increasing to 10 active international money laundering cases under investigation, where the predicate criminal activity occurs outside the Isle of Man, but with large-scale proceeds flowing through the Island's financial system. The PIMLIT, supported by the wider IOMC, has conducted three major multi-agency operations this year, which included assistance from the Isle of Man, Financial Intelligence Unit (FIU), Customs, Immigration, and the Island's regulators.

These ongoing operations have culminated in the execution of multiple warrants, premises searches and arrests, along with the seizure of large volumes of physical and digital evidence, as well as financial restraints of approximately £300 million.

Community Policing Based on Neighbourhood Policing Principles - The past 12 months have seen a change in approach to some areas of neighbourhood policing due to staffing challenges and balancing both an effective 24/7 policing capability across the Island and support to a number of key specialist functions. The IOMC has had to reduce the number of officers in community-based roles, but has recognised the importance of retaining some uniform community-based officers within all four policing areas of the Island, who retain ownership of local policing issues and are a pivotal link to the members of each community.

A positive change has seen dedicated school liaison officers, who are able to ensure effective links with the Department of Education, Sports, and Culture (DESC), discharge statutory responsibilities across the Island's school estate and importantly, ensure that we have the opportunity to positively influence youth behaviour from an early stage.

Shortly, we will see the 16 new recruits who have successfully completed their initial police training, commence the next phase of their training with tutor constables, who will prepare them for independent patrol, which will alleviate the officer shortages we have been experiencing.

10%

Reduction in recorded
crime on the Island



56%

Detection Rate (2%
increase from last year)



CHIEF CONSTABLE'S OVERVIEW

Deterring, Pursuing, and Preventing Organised Crime - Organised Crime Groups (OCGs) continue to be mapped and scored on a risk matrix and effectively targeted. There have been several proactive operations targeting the threats that OCGs present to the Island, resulting in 37 local and 22 UK-based individuals being arrested for various offences, including drug importation, money laundering, and serious fraud. Currently, 39% of prisoners detained in the Isle of Man Prison are linked to OCGs. Collectively, the operations have seen approximately 4.5 kilos of cocaine seized with an approximate street value of £464,000, 14.5 kilos of cannabis valued at £250,000, and 1.5 kilos of ketamine valued at £75,000. Criminal property amounting to approximately £127,000 has also been seized in relation to these operations. The total number of OCG disruptions reported for this year is 239.

Tackling Exploitation of Vulnerable People - This year has seen a 5% reduction in vulnerable repeat victims, building on a 2% reduction from the previous year. The number of vulnerable adult repeat victims dropped 39% to 11, following a significant spike of 18 the previous year. However, there has been an increase in juvenile repeat victims, with five more cases this year, representing a 21% rise. The overall trend shows a positive reduction in repeat victimisation among vulnerable adults, but challenges persist with juvenile victims.

Efforts to remove young or vulnerable people from exploitation have been bolstered by the introduction of the Exploited Child intelligence marker in February 2025. Data from the Multi-Agency Safeguarding Hub (MASH) indicates a decrease in re-referrals, suggesting an increase in successful interventions. Despite these efforts, the Child Exploitation and Missing (CEAM) measurement tool reveals that interventions have had limited success, with 57% of cases showing an increased risk level. Continued focus on improving intervention effectiveness, particularly for juveniles, remains crucial.

This year has seen an 11% increase in Child Protection referrals compared to the previous year, indicating a heightened focus on safeguarding children. The total number of Child Protection referrals rose from 428 in 2023-2024 to 473 in 2024-2025, marking a 16% increase over the past three years. Conversely, Adult Protection referrals have decreased by 10% this year, from 259 in 2023-24 to 233 in 2024-25.

Despite the positive trends and increased efforts, the IOMC has faced challenges in staffing the MASH due to low officer numbers during this reporting period. This has made it difficult to manage the increasing number of referrals effectively. However, the IOMC remains committed to prioritising the safeguarding of vulnerable individuals and continues to work closely with partner agencies to ensure that the needs of both vulnerable adults and children are met. The introduction of new measures and ongoing collaboration are crucial steps in addressing these challenges and improving outcomes for those at risk.

5%

Reduction in vulnerable
repeat victims



39%

Of Prisoners are linked
to OCG's



CHIEF CONSTABLE'S OVERVIEW

Reducing the Harm Caused by Violence and Tackling Violence Against Women and Girls and Domestic Abuse - The IOMC has seen a rise in reported crimes related to domestic abuse and sexual offences, reflecting both the impact of new legislation and increased public confidence. Significant progress has been made in constructing the Sexual Assault Referral Centre (SARC), set to open later in 2025. This state-of-the-art facility will offer forensic and specialist victim support services, including access to a qualified Independent Sexual Violence Advisor (ISVA). A trauma-informed model will be introduced which aligns with UK best practices and is expected to improve victim confidence and positive outcomes, potentially increasing the reporting of sexual violence offences.

There has been a 25% increase in the number of rape offences reported this year and a 24% increase for sexual offences (excluding rape). The detection rate for rape investigations finalised this year has risen from 21% to 28%, with several lengthy prison sentences being imposed by the court. Although this rate is lower than our overall crime detection rate, it reflects the challenges unique to these cases, such as the need for the reporting party to provide evidence for the prosecution case and the relative rarity of independent witnesses or other evidential opportunities to corroborate the offences.

The detection rate for sexual offences (excluding rape) has decreased from 50% to 44%, despite an increase in the number of detected investigations from 35 to 38. The total number of finalised investigations rose from 70 to 87, with 24 investigations unsupported compared to 17 last year. Efforts to improve rape and sexual offence investigations and victim care, include training Sexual Offence First Responders (SOFROs) and adopting best practices from Operation Soteria. The IOMC's partnership with Victim Support, Isle of Man and public engagement initiatives are crucial for prevention and support.

Over the past year, the IOMC has made significant progress in addressing domestic abuse and sexual offences. The full implementation of the Domestic Abuse Act 2020 and the Sexual Offences and Obscene Publications Act 2021 has led to improved victim safeguarding, enhanced enforcement capabilities, and strengthened multi-agency coordination. Despite these positive changes, the increased demand has stretched resources, prompting a request for consideration of a Government-funded uplift in staffing to effectively manage the rise in cases.

This year saw a decrease in Domestic Abuse Act offences from 74 last year down to 70 this year. The detection rate for domestic abuse offences dropped from 59% to 37% with 49% of victims unwilling to support a prosecution. The number of repeat victims reduced from four to three. The issuance of Domestic Abuse Protection Notices (DAPNs) and Domestic Abuse Protection Orders (DAPOs) saw a substantial rise, with a 65% increase overall. There were 29 DAPNs and 22 DAPOs issued, with breaches of these orders increasing too. This highlights the growing challenge of domestic abuse and the need for enhanced support for victims and improved measures to detect and prevent domestic abuse.

The Isle of Man's low Crime Severity Score and ranking as one of the safest places to live globally highlight the effectiveness of the IOMC's efforts and the overall safety of the community.

16%

Rise in domestic incidents



25%

Increase in the number of rapes reported



CHIEF CONSTABLE'S OVERVIEW

Reducing and Preventing Youth Offending and Reoffending, Including Anti-Social Behaviour -

The Isle of Man has seen significant reductions in youth offending and reoffending rates, with offending juveniles decreasing by 5% and reoffending juveniles by 18%. Specific patrol plans and operations like Op Beetle have been implemented to address increases in anti-social behaviour (ASB), particularly during school holidays, focusing on individuals causing the most harm. Despite these positive trends, balancing youth diversion and preventing criminalisation for low-level offences remains crucial. Relevant ASB legislation and collaboration through ASB referral forms (LINK), Multi Agency Referral Form (MARF) submissions, and the Multi-Agency Safeguarding Hub (MASH) have been instrumental in addressing these issues.

The IOMC continues to support community safety through the Community Safety Partnership and developing initiatives like the Youth Justice Team. However, resource realignment has adversely impacted neighbourhood policing, affecting problem-solving efforts in communities. Maintaining confidence in policing and effectively dealing with ASB is essential for ensuring community safety and support for victims.

Reducing the Number of People Killed or Seriously Injured on Our Roads - This year, there were 56 KSI (Killed or Seriously Injured) collisions, including 51 serious injuries and sadly five fatalities, which is similar to last year's figures. Most incidents occurred in June, with the Mountain Road identified as a consistent hot spot since 2019. The highest volume of injury collisions involved drivers in the age range of 16-20 and 56-60, whilst the most severe injuries were caused by drivers aged 36-40. Efforts to improve road safety included new signage and resurfacing plans for later this year on the Mountain Road. Drug driving remains a challenge, with 99 positive roadside drug tests recorded, mostly for cannabis, and enforcement difficulties, due to the increasing number of cannabis-based medicinal product (CBMP) prescriptions, being produced as a defence.

Looking ahead, the Road Safety Partnership aims to address several key areas to further reduce KSI collisions. These include seeking legislative support to enforce drug drive laws and close statutory defence loopholes, revisiting proposals for graduated driving licenses for new and young drivers and ensuring processes to monitor and enforce fitness to drive for older drivers. Additionally, the partnership will focus on implementing road, environment, and public education improvements to minimise serious collisions. The Roads Policing Unit is now fully staffed, and the Road Safety Partnership report for 2025 is under consultation.

Building Organisational Capacity and Capability - The IOMC is facing significant staffing challenges, with an estimated 30 officers exiting the organisation between 2025 and 2028, compounding the existing shortages. To address these issues, changes were made to the starting salary for new recruits, aligning them with other law enforcement agencies on the Island. This adjustment has positively impacted recruitment, with 16 new student officers joining in January 2025, compared to only two successful candidates in the previous campaign. Despite difficulties in recruiting transferees due to pension issues and the cost of living, some experienced officers are joining, bringing valuable specialist skills to enhance the capability of the IOMC.

Increased efforts to support officer well-being have included improved Trauma Risk Management (TRiM) processes, collaboration with Oscar Kilo and the Blue Light Well-being Framework, and a new occupational health provider. An updated performance framework aims to capture individual officers' performance, welfare considerations and aspirations for succession planning. Although the training budget has been underfunded, in-house training tailored to meet the needs of the IOMC has helped mitigate this issue. Another recruitment process is under way, with 32 candidates progressing to the next assessment stage, which is scheduled to commence in May 2025.



ISLE OF MAN CONSTABULARY 2024-2025 IN FIGURES



Click on each statistic to view in more detail.



2047

Arrests Made



2391

Recorded Crimes



14,100

Calls for Service



13

Complaints Against Police

Cyber Crime



£36,860

Financial Crime



56

Organised Crime



239

Theft/ Kindred Offences



429

Domestic Abuse



70

Sexual Assaults



87

Collision KSI: 56

Stop Searches: 1058

Use of Force: 149



545

Offences Against
The Person



19%

Police Bail



132

Repeat Victims



343

Youth Offending

ALL CHARTS & DATA



ISLE OF MAN CONSTABULARY STRATEGIC PLAN 2023-2028

KEEPING PEOPLE SAFE



Vision: Why are we here?

'Ensuring the safest island in the British Isles; focusing on protecting vulnerable people, reducing harm and tackling criminality, whilst putting the victim at the heart of everything we do'.

Values: How will we deliver?

Courage, Respect and Empathy and Public Service.

Purpose: What do we want to achieve?



Protecting
Vulnerable
People



Reducing
Harm



Tackling
Criminality

Approach: What are the key responsibilities for delivery?



Victim
Focused



Preventative &
Problem Solving



Responsive
Service



Intelligence
Driven



Investigative
Mindset

Organisational Enablers: What capabilities do we need to support policing?



People



Business
Delivery



Digital



Partnerships &
Collaboration



Demand
Reduction





TACKLING INTERNATIONAL MONEY LAUNDERING AND THE FINANCING OF TERRORISM

During 2024-25 the IOMC has continued to build capacity and capability to establish a fully functioning Proactive International Money Laundering Investigation Team (PIMLIT). This year has seen the successful recruitment of additional investigators and expertise supporting IT advancements, forensic accountancy and more analytical capability. The PIMLIT headcount now stands at 31 and with additional revenue through the Seized Asset Fund the PIMLIT will increase its headcount by three more staff.

Investigations over the last year have doubled, increasing to ten active International Money Laundering cases under investigation, where the predicate criminal activity occurs outside the Isle of Man, but with large scale proceeds migrating into the Island's financial system. The PIMLIT supported by the wider IOMC have conducted three major multi-agency operations this year, which included assistance from the Isle of Man Financial Intelligence Unit (FIU), Customs, Immigration and the Island's regulators.

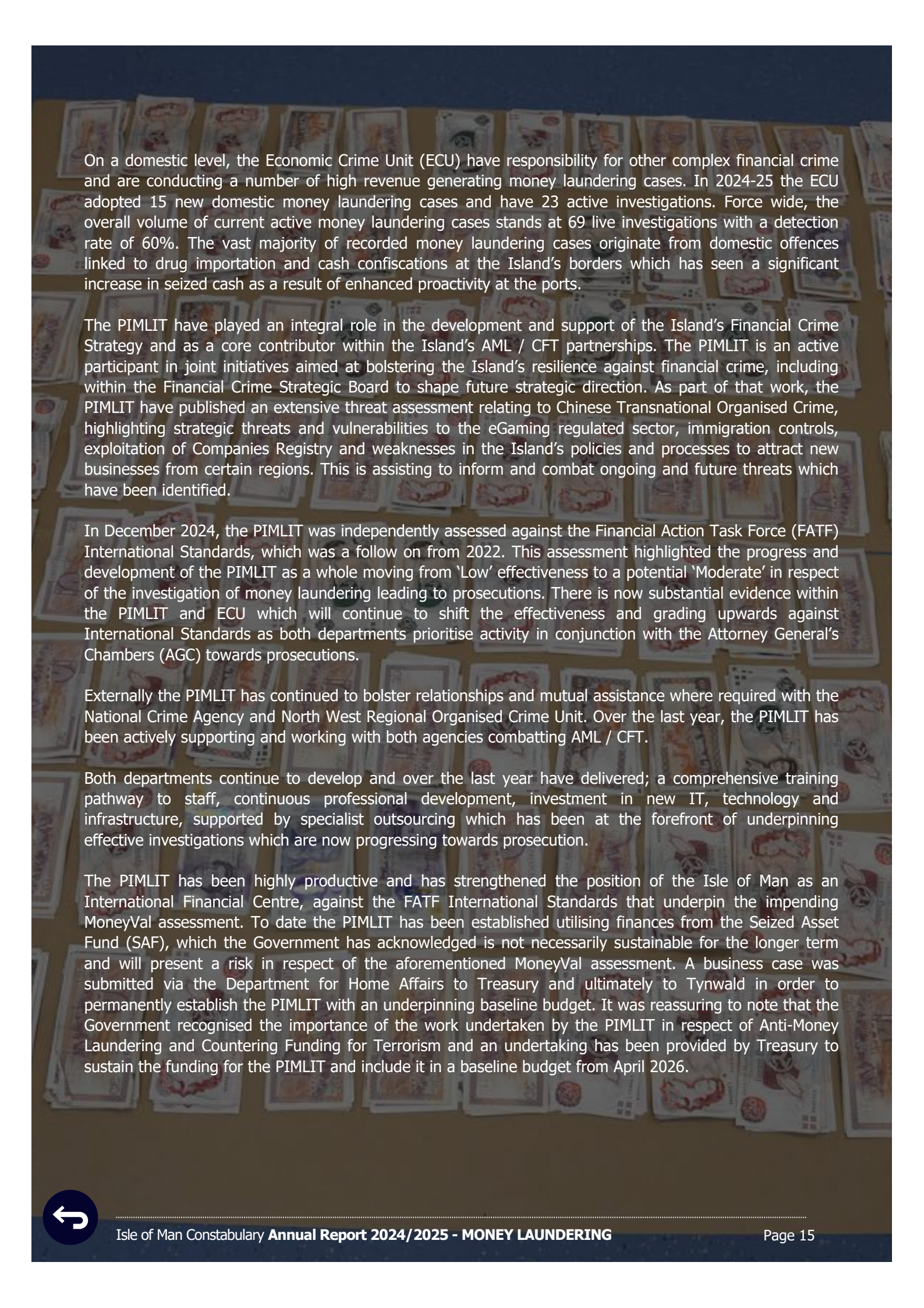
These operations which remain ongoing have culminated in the execution of multiple warrants, premises searches and arrests, along with the seizure of large volumes of physical and digital evidence and financial restraints of circa £300 million.

Criminal investigations also have parallel restraint and forfeiture investigations conducted by PIMLIT and the International Cooperation and Asset Recovery Team (ICART) investigating assets for recovery from predicate criminality. These cases are complex and include, multi-jurisdictional structuring to layer funds, the use of shell companies and other financial products to hide and obfuscate criminal proceeds from law enforcement. There has been a notable increase in the use of virtual assets, in particular USDT (cryptocurrency) to move illicit funds as part of the laundering process. The PIMLIT has developed its internal capabilities to trace, gather evidence and restrain assets. During the year \$1.2 million USDT was forfeited as part of PIMLIT's ongoing work supported by ICART.

These types of cases require extensive use of mutual legal cooperation with other jurisdictions and analytical support from the Isle of Man FIU, with over 289 disseminations of financial intelligence made to the PIMLIT and over 100 requests for further intelligence or analysis made to the FIU. During 2024-25 a total of 32 outgoing mutual legal assistance requests were made in furtherance of criminal investigations.

A representative from the PIMLIT chairs the Island's Anti Money Laundering Group which is an operational tasking group with other law enforcement partners, working collaboratively to dismantle, frustrate and prevent the Island from being targeted by Transnational Organised Crime Groups, by the most appropriate means.

The majority of current demand has originated from the eGaming Sector, primarily from businesses targeting South East Asia. It is clear from the increased caseload that anti-money laundering and countering funding for terrorism (AML / CFT) linked to Transnational Organised Crime, continues to be a prevailing threat to the Island as an International Finance Centre, as well as our porous borders and the exploitation of our immigration processes. These typologies and emerging risks are assisting to better inform the ongoing work around the National Risk Assessment.



On a domestic level, the Economic Crime Unit (ECU) have responsibility for other complex financial crime and are conducting a number of high revenue generating money laundering cases. In 2024-25 the ECU adopted 15 new domestic money laundering cases and have 23 active investigations. Force wide, the overall volume of current active money laundering cases stands at 69 live investigations with a detection rate of 60%. The vast majority of recorded money laundering cases originate from domestic offences linked to drug importation and cash confiscations at the Island's borders which has seen a significant increase in seized cash as a result of enhanced proactivity at the ports.

The PIMLIT have played an integral role in the development and support of the Island's Financial Crime Strategy and as a core contributor within the Island's AML / CFT partnerships. The PIMLIT is an active participant in joint initiatives aimed at bolstering the Island's resilience against financial crime, including within the Financial Crime Strategic Board to shape future strategic direction. As part of that work, the PIMLIT have published an extensive threat assessment relating to Chinese Transnational Organised Crime, highlighting strategic threats and vulnerabilities to the eGaming regulated sector, immigration controls, exploitation of Companies Registry and weaknesses in the Island's policies and processes to attract new businesses from certain regions. This is assisting to inform and combat ongoing and future threats which have been identified.

In December 2024, the PIMLIT was independently assessed against the Financial Action Task Force (FATF) International Standards, which was a follow on from 2022. This assessment highlighted the progress and development of the PIMLIT as a whole moving from 'Low' effectiveness to a potential 'Moderate' in respect of the investigation of money laundering leading to prosecutions. There is now substantial evidence within the PIMLIT and ECU which will continue to shift the effectiveness and grading upwards against International Standards as both departments prioritise activity in conjunction with the Attorney General's Chambers (AGC) towards prosecutions.

Externally the PIMLIT has continued to bolster relationships and mutual assistance where required with the National Crime Agency and North West Regional Organised Crime Unit. Over the last year, the PIMLIT has been actively supporting and working with both agencies combatting AML / CFT.

Both departments continue to develop and over the last year have delivered; a comprehensive training pathway to staff, continuous professional development, investment in new IT, technology and infrastructure, supported by specialist outsourcing which has been at the forefront of underpinning effective investigations which are now progressing towards prosecution.

The PIMLIT has been highly productive and has strengthened the position of the Isle of Man as an International Financial Centre, against the FATF International Standards that underpin the impending MoneyVal assessment. To date the PIMLIT has been established utilising finances from the Seized Asset Fund (SAF), which the Government has acknowledged is not necessarily sustainable for the longer term and will present a risk in respect of the aforementioned MoneyVal assessment. A business case was submitted via the Department for Home Affairs to Treasury and ultimately to Tynwald in order to permanently establish the PIMLIT with an underpinning baseline budget. It was reassuring to note that the Government recognised the importance of the work undertaken by the PIMLIT in respect of Anti-Money Laundering and Countering Funding for Terrorism and an undertaking has been provided by Treasury to sustain the funding for the PIMLIT and include it in a baseline budget from April 2026.





COMMUNITY POLICING BASED ON NEIGHBOURHOOD POLICING PRINCIPLES

The defining features of community policing can be traced back to the Peelian principles with the clear emphasis being on the prevention and detection of crime and maintaining the King's peace. The IOMC is very much part of the community and it is recognised that their use of police powers depends on public approval which enables us to police with consent and maintain legitimacy with the public. The IOMC is absolutely wedded to maintaining a neighbourhood policing footprint across the four recognised areas, namely, the Central Neighbourhood Policing Team for Douglas and the areas surrounding the East, the Southern Neighbourhood Policing Team for Castletown, Port St Mary, Port Erin and surrounding areas, the Western Neighbourhood Policing Team for Peel and surrounding areas and the Northern Neighbourhood Policing Team for Ramsey and surrounding areas.

The IOMC have embraced the College of Policing – Neighbourhood Policing Principles which includes; engaging communities, solving problems, targeting activity, promoting the right culture, building analytical capability, developing officers, staff and volunteers.

Each of the four Neighbourhood Policing Teams have a dedicated Police Sergeant whose responsibility is to not only manage the team, but to engage with local partners and communities at the operational level, to ensure that they have an understanding of issues affecting local communities. Community based officers have been trained in problem solving policing and will continue to work with partners to adopt a multi-agency problem solving approach. Officers have a mandate to be visible, accessible and responsive to community needs and will be proactive in reducing the potential for offending. Officers have embraced legislation and the College of Policing Toolkits to abate crime trends and tackle Anti-Social Behaviour (ASB) which has included the use of Anti-Social Behaviour Orders (ASBOs) as an option for our most troublesome individuals.

Due to staff recruitment and retention issues and competing demands in terms of mitigating against prevailing threat, harm and risk, the capability and capacity of neighbourhood policing has been denuded. On occasions, it has been challenging for the IOMC to cover an emergency response for the full range of shifts, with the minimum required staffing levels, across the four distinct policing areas of the Isle of Man. As a result the last 12 months has seen a change in approach to some areas of neighbourhood policing, based upon the necessity to balance both an effective 24/7 policing capability across the Island and supporting a number of specialist investigative functions which have seen an unprecedented increase in demand. This is due to a number of factors including changes in legislation, but also arguably an increase in the trust and confidence of the public to report matters to the IOMC.

Despite these prevailing challenges, the IOMC has managed to retain dedicated school liaison officers who are able to ensure effective links with the Department for Education Sports and Culture and discharge statutory responsibilities across the Island's school estate. This contributes in part to the IOMC's offer of 'Early Intervention' and complements the work of the Police Early Action Team (PEAT) to positively influence young people by raising their awareness in terms of exploitation as a victim and furthermore, divert them away from engaging in criminality and ASB at an early stage.



Whilst the reduced staffing levels has meant there have been challenges for servicing the volume of previous face to face events at a community level, there has been an increase in online engagement opportunities, as well as continued attendance at all statutory partnership meetings across the Island.

There have been continued opportunities for senior officer attendance and briefings to a number of commissioners meetings, as well as prominent community groups to continue engagement and allow the opportunity for support and challenge to a wide range of policing issues. The Chief Constable has undertaken 'Community Engagement' events across the Island embracing the concept of 'We asked, you said, we did'. Although the attendance was disappointing, the concerns raised in terms of harm were minimal. Neighbourhood policing teams were also present and were immediately commissioned to take heed of the local concerns and work with local communities to resolve the issues raised. The Chief Constable has visited the majority of the local commissioners to share his vision, whilst also listening to local concerns and providing an undertaking to address any issues raised relating to community safety.

Vulnerability is a key concern in our local communities and there appears to be a significant number of people who appear to be suffering from mental health issues. Although alluded to elsewhere in this report, it would be remiss not to highlight the important work being undertaken between Manx Care and the IOMC in respect of delivering the concept of Right Care, Right Person (RCRP). This concept is underpinned with a number of principles including; the availability of a mental health professional via telephone 24/7 for people in mental health crisis, an agreement wherever possible for patients suffering from mental health issues to be conveyed to a health based place of safety via an ambulance, rather than a police vehicle and an undertaking that they will be handed over to a medical practitioner within an hour.

The Chief Constable is committed to neighbourhood policing, but recognises that it is always the most vulnerable of the policing specialisms to be sustained, when there are competing demands such as providing a 24/7 emergency response, or managing sex and violent offenders, as well as undertaking complex investigations with vulnerable victims who have been subject to serious sexual violence. However, over the coming months we will see an increase in visibility as we welcome our 16 recently trained student officers who will be on patrol in our neighbourhoods.

This will provide them with the opportunity to embrace the neighbourhood policing principles and embed them into all their daily business from the very beginning of their careers. They will be exposed to all areas of policing, but there will be a key focus on community policing and they will be required to adopt a problem solving approach and seek to identify opportunities to work with partners and reduce the impact of issues affecting the public.

There is a commitment to ensure that our officers are visible, accessible and responsive and our officers are encouraged to embrace technology and complete administrative tasks on their mobile police devices away from the police station and position themselves in crime or collision hot spots to act as a deterrent. Our officers are also encouraged to take refreshments and meal breaks in public areas and use the local amenities, again improving their visibility.





DETECTING, PURSUING AND PREVENTING SERIOUS AND ORGANISED CRIME - SECURING THE ISLAND'S ENTRY POINTS

A key objective of the Securing Our Island Strategy has been to achieve improved co-ordination and co-operation between the several Government agencies involved in border security. It has been identified that vulnerabilities in the immigration system have been exploited by OCGs involved in human trafficking and modern day slavery, following a number of protracted investigations undertaken by the IOMC. A cross-Government task and finish group has been developed and greater scrutiny has been put in place in respect of foreign national visa applications and inter-company transfers. As a result, during 2024-25, 251 foreign national visa applications and inter-company transfers have been curtailed.

A decision was made by the Council of Ministers to transfer the function of Port Security from the Department of Infrastructure to the Department of Home Affairs, with operational responsibility being aligned to the IOMC. Security at the maritime ports and airport is a statutory requirement arising from international agreements binding on the Isle of Man. Previous arrangements focused narrowly on threats to the safety of vessels and passengers at sea. However, with the integration of the port security functions into the IOMC, the remit of activity has been broadened. Ports Officers, who have the powers of a Constable in and around the Island's harbours, have been vetted and now have access to Police intelligence systems. They are also subject to cross agency intelligence briefings and use law enforcement communication channels operated via the Emergency Services Joint Control Room (ESJCR) as appropriate.

Whilst Ports Officers retain their focus on maritime security issues, they also play an important role identifying other forms of cross-border criminality and supporting wider law enforcement. Crucially, they are able to support the intelligence gathering objectives of other departments, including those involved in more complex aspects of financial crime.

Joint working between Police and Customs is well established and a Data Sharing Agreement is being progressed between the two agencies in line with departmental objectives. It is recognised by both agencies that there is substantial future scope to broaden integration, collaboration and co-location. The IOMC has also successfully invested assets realised from organised criminals to enhance detection dog capability at the Island's ports and mail centre.

The enhanced security arrangements at the ports have generated more than 60 separate significant seizures of illicit goods and money suspected to be proceeds of crime at the Island's points of entry in the financial year 2024-25. Seized goods include significant quantities of cannabis, cocaine, ketamine and anabolic steroids to a value of approximately one million pounds, with cash seizures just under £100,000. In almost all cases, drug seizures were "inbound" and proceeds of crime "outbound". Multiple arrests have been made in connection with the seizures described, for offences including Production of Class A drugs and money laundering.

The deployment of improved intelligence systems at the border is a key objective to enhance security, which includes Automatic Number Plate Recognition (ANPR). Significant progress has been made in respect of ANPR during 2024-25 with the development of regulations to enable existing legislation and with the IOMC securing the agreement of the UK, National Police Chief's Council to join the UK ANPR service. This offers access to an existing intelligence database which provides alerts relating to vehicles involved in criminality in the UK. It is important to recognise that this relates directly to the threat posed by organised offenders from the UK operating across the Common Travel Area.

Public consultation has been undertaken, supported by a communications strategy, and it is hoped that the underpinning legal framework will be in place for operational roll out in the early summer of 2025. The physical infrastructure to deliver ANPR is already in place at the Sea Terminal.

The IOMC will also work towards the deployment of Automated Facial Recognition (AFR) technology. This is already in widespread use in the United Kingdom, notably in airports. The concept is essentially similar to ANPR, whereby an intelligence database is linked by recognition software to live CCTV in order to feed alerts to officers at key strategic locations in live time. In principle, this might be used in relation to arriving foot passengers at the Sea Terminal and/or Airport arrivals. If the supporting database were suitably populated, AFR might become a highly effective tool to prevent entry by excluded persons or identify individuals potentially involved in serious cross-border criminality. At present there is no enabling primary legislation in place to use the available technology in the Isle of Man. However, in line with Department for Home Affairs - Departmental Plan, this forms part of the legislative programme for the coming year 2025-26.

A comprehensive programme of physical works is also approaching completion at the Sea Terminal to support the work of law enforcement. These include the installation of a new CCTV system, specified to the highest standards and compatible with modern ANPR and AFR software overlays. Construction work is also far advanced on a new dedicated search building adjacent to the main linkspan used for inbound ferry operations. In practice, this facility is the essential operational complement to ANPR technology and will provide a safe work area for law enforcement in the busy working area of the Sea Terminal.

The joint working arrangements between Police and Customs offer scope for future arrangements including co-location and convergence of shift systems. At present both agencies have office space at the Airport and there is a shared workspace at the Sea Terminal. The respective leadership teams of both agencies will work together to make the best use of respective skills, powers and assets around shared objectives, including those relating to MoneyVal.

Over the year ahead it is intended to develop a more consistent presence at Ronaldsway Airport, targeting cross border criminality with the powers of both agencies. Police and Customs will also carry forward the development of a joint specialist search capability to deal with the increasingly sophisticated systems of concealment employed by organised criminals.

With the realignment of Port Security to the IOMC, better collaboration with Customs, Excise and Immigration and with optimising the use of technology, the security of our Island's entry points has been significantly enhanced and as such the IOMC can better understand the prevailing threat and risk and put mitigation in place to ensure the safety of the Manx public in line with the Securing Our Island Strategy.





DETECTING, PURSUING & PREVENTING SERIOUS & ORGANISED CRIME - TACKLING SERIOUS & ORGANISED CRIME

The mission of tackling serious and organised crime has become increasingly complex with an emergence of the pernicious offences of human trafficking and modern day slavery. This is in addition to the more traditional drug production / trafficking offences where OCGs are using more sophisticated techniques to thwart the proactivity of IOMC and other law enforcement partners. There has been an increase in investigations relating to Organised Immigration Crime (OIC) which has required close working collaborations locally with Customs, Excise and Immigration, the International Co-operation and Asset Recovery Team (ICART) and the Financial Intelligence Unit (FIU).

The development and implementation of the PIMLIT has had a significant impact on organised criminals, predominantly from South East Asia, laundering money through illegitimate businesses which have got a foot hold on the Isle of Man. This particular topic has already been explored in more detail under the auspices of tackling international money laundering and the financing of terrorism.

The IOMC has gone from strength to strength in terms of building relationships with law enforcement agencies, locally, nationally and internationally. Intelligence sharing internationally has been enhanced with significant co-operation with Interpol and other jurisdictions to counter the threat of organised crime from international OCGs. The relationship with the National Crime Agency (NCA), Counter Terrorism Policing– North West (CTP-NW) and the North West-Regional Organised Crime Unit (NW-ROCU) has enabled specialist assets from across these partnerships brought together to disrupt, dismantle and bring to justice OCGs having an adverse impact on our Island, as well as specialist assets to tackle complex investigations to counter terrorism and more sophisticated criminality perpetrated by individuals. More locally there is better co-operation, integration and collaboration with law enforcement which as alluded to earlier, has seen our borders strengthened to combat serious and organised crime.

The IOMC is a constituent member of the NW-ROCU and we continue to work with them to map and score OCGs on a risk matrix and ensure that they are prioritised based on threat, harm and risk and furthermore effectively targeted. The IOMC are represented at the NW-ROCU, Regional Tasking and Co-ordination meeting and has adopted the philosophy of 'Clear, Hold, Build' to tackle organised crime.

This philosophy has been successfully implemented over the last 12 months, manifesting itself in the IOMC's Serious and Organised Crime Unit (SOCU) intensifying their efforts utilising cutting edge covert investigative techniques, together with enhanced partnership working to make the Isle of Man a hostile environment for organised criminals to thrive. This collective law enforcement effort has significantly disrupted the once lucrative business models of these criminal enterprises and we have continued to undermine their supply lines of unlawful commodities coming into the Island and seized their cash going out. The IOMC has worked with criminal justice partners locally to secure confiscation and forfeiture orders in respect of proceeds of crime which have included properties, vehicles, vessels, cash and other valuables. These proceeds of crime are realised as cash and invested into a Seized Asset Fund for re-investment into securing our Island and ensuring its economic well-being.

The last 12 months has seen a number of successful operations brought to a conclusion and have been assessed independently as 'major' OCG disruptions, which have included operations Vineyard, Voodoo, Tirana, Dubrovnik, Monsoon, Yankee, Impala and Rigel. These SOCU investigations have resulted in 22 arrests of UK based individuals and 37 individuals who are domiciled in the Isle of Man. These arrests relate to various offences, including Class 'A' and Class 'B' controlled drug importations, money laundering, participating in organised crime groups and serious fraud offences.

These operations have yielded approximately 4.5 kilos of cocaine with an approximate street value of £464,000, 14.5 kilos of cannabis with an approximate street value of £250,000 and 1.5 kilos of ketamine valued at £75,000, as well as cash seizures amounting to approximately £127,000.

The IOMC had 21 OCGs mapped and scored in 2024-25 and during this period we have recorded 239 disruptions. This is a 71% increase on the 140 disruptions recorded last year. We have had a major impact on two OCGs, a moderate impact on two OCGs and a minor impact on six OCGs. The proactivity of the IOMC in respect of tackling serious and organised crime is reflected in the successful prosecutions at court and the current prison population which is burgeoning beyond capacity. It is interesting to note that 39% of the prison population are affiliated to OCGs, which has changed the dynamic in the Prison and has presented our colleagues in the Prison and Probation Service with additional challenges which are unprecedented.

The Violence Reduction Strategy continues to be implemented and focuses attention on the people who cause the most harm and those who are in danger of having harm caused to them. Five key themes have been identified, which include violence as a result of alcohol and drug use, domestic abuse, organised crime, knife crime and violence against women and girls. These elements will be elaborated upon further on in this report. However, under the auspices of tackling serious & organised crime, it is acknowledged that there is a correlation between drug related criminality and violence. Whilst it is accepted that there has been an increase from 9% (56) to 14% (76) where both the victim and perpetrator of a violent crime have a marker for drugs, this year violent crime overall has seen a reduction of 12% (617 to 542).



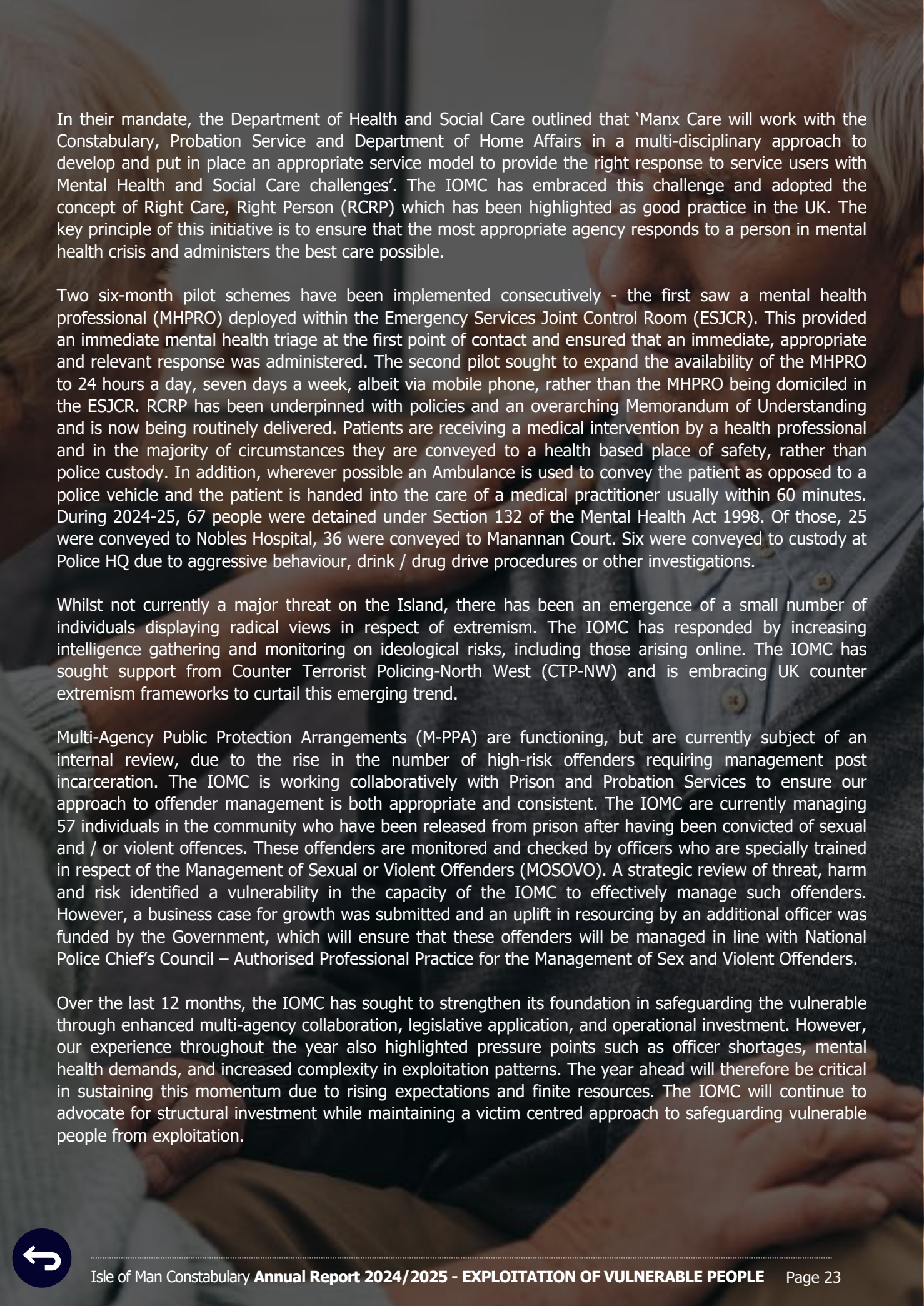
TACKLING EXPLOITATION OF VULNERABLE PEOPLE

During 2024-25, the IOMC has made substantial progress in safeguarding vulnerable individuals, driven by strategic alignment with the Department of Home Affairs (DHA) Policing Plan 2024–2025 and the Chief Constable's Strategic Plan 2023–28.

The Multi-Agency Safeguarding Hub (MASH) has been formally established and integrates health, education, and social care, to enhance decision-making and timely information-sharing. These key agencies are co-located within a non-police setting and have successfully transitioned from a pilot scheme to a fully functioning multi-agency hub which has been handling between 514 and 641 referrals every quarter and totalling 2356 specific referrals over the 12 month period. Police remain the primary referral source, contributing to over a third of all cases.

Daily Exploitation Meetings (DEMs) within the MASH use the Child Exploitation and Missing (CEAM) measurement tool to rapidly identify and address both Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE) risks. This has contributed to an increase in reporting and has allowed for more focused proactive investigation methods to improve early intervention and safeguard vulnerable people. The IOMC remains vigilant to evolving grooming tactics, including those facilitated via various and continually evolving digital platforms. The DEMs are integral to linking missing persons to that of wider exploitation threats, which in turn can be identified and mitigated by means of proactive interventions and appropriate use of the Criminal Justice System.

The CEAM tool has been central to managing risk across both CSE and that of the wider CCE, as it has facilitated targeted interventions and acted to appropriately inform joint strategy meetings. Its consistent application across agencies has therefore ensured a more cohesive and standardised approach to identifying and assessing vulnerability. This process is now embedded in the MASH framework and enables early identification of safeguarding concerns, which has resulted in multiple successful safeguarding interventions during the last year. Historically we have been unable to measure the number of young or vulnerable people removed from exploitation. However, since February 2025, the IOMC has been using an Exploited Child intelligence marker which now enables us to measure the number of children who are subject to exploitation. Meanwhile, it is worthy of note that there has been a 5% reduction in vulnerable repeat victims overall this year, which follows a 2% reduction in the previous year. This reduction is accounted for by seven fewer vulnerable adult repeat victims, but five more juvenile repeat victims this year.



In their mandate, the Department of Health and Social Care outlined that 'Manx Care will work with the Constabulary, Probation Service and Department of Home Affairs in a multi-disciplinary approach to develop and put in place an appropriate service model to provide the right response to service users with Mental Health and Social Care challenges'. The IOMC has embraced this challenge and adopted the concept of Right Care, Right Person (RCRP) which has been highlighted as good practice in the UK. The key principle of this initiative is to ensure that the most appropriate agency responds to a person in mental health crisis and administers the best care possible.

Two six-month pilot schemes have been implemented consecutively - the first saw a mental health professional (MHPRO) deployed within the Emergency Services Joint Control Room (ESJCR). This provided an immediate mental health triage at the first point of contact and ensured that an immediate, appropriate and relevant response was administered. The second pilot sought to expand the availability of the MHPRO to 24 hours a day, seven days a week, albeit via mobile phone, rather than the MHPRO being domiciled in the ESJCR. RCRP has been underpinned with policies and an overarching Memorandum of Understanding and is now being routinely delivered. Patients are receiving a medical intervention by a health professional and in the majority of circumstances they are conveyed to a health based place of safety, rather than police custody. In addition, wherever possible an Ambulance is used to convey the patient as opposed to a police vehicle and the patient is handed into the care of a medical practitioner usually within 60 minutes. During 2024-25, 67 people were detained under Section 132 of the Mental Health Act 1998. Of those, 25 were conveyed to Nobles Hospital, 36 were conveyed to Manannan Court. Six were conveyed to custody at Police HQ due to aggressive behaviour, drink / drug drive procedures or other investigations.

Whilst not currently a major threat on the Island, there has been an emergence of a small number of individuals displaying radical views in respect of extremism. The IOMC has responded by increasing intelligence gathering and monitoring on ideological risks, including those arising online. The IOMC has sought support from Counter Terrorist Policing-North West (CTP-NW) and is embracing UK counter extremism frameworks to curtail this emerging trend.

Multi-Agency Public Protection Arrangements (M-PPA) are functioning, but are currently subject of an internal review, due to the rise in the number of high-risk offenders requiring management post incarceration. The IOMC is working collaboratively with Prison and Probation Services to ensure our approach to offender management is both appropriate and consistent. The IOMC are currently managing 57 individuals in the community who have been released from prison after having been convicted of sexual and / or violent offences. These offenders are monitored and checked by officers who are specially trained in respect of the Management of Sexual or Violent Offenders (MOSOVO). A strategic review of threat, harm and risk identified a vulnerability in the capacity of the IOMC to effectively manage such offenders. However, a business case for growth was submitted and an uplift in resourcing by an additional officer was funded by the Government, which will ensure that these offenders will be managed in line with National Police Chief's Council – Authorised Professional Practice for the Management of Sex and Violent Offenders.

Over the last 12 months, the IOMC has sought to strengthen its foundation in safeguarding the vulnerable through enhanced multi-agency collaboration, legislative application, and operational investment. However, our experience throughout the year also highlighted pressure points such as officer shortages, mental health demands, and increased complexity in exploitation patterns. The year ahead will therefore be critical in sustaining this momentum due to rising expectations and finite resources. The IOMC will continue to advocate for structural investment while maintaining a victim centred approach to safeguarding vulnerable people from exploitation.



REDUCING & PREVENTING YOUTH OFFENDING & REOFFENDING/ASB

The formation of the MASH saw resources temporarily transferred from the Protecting Vulnerable People Safeguarding Team (PVPST) and into the MASH for the purposes of a pilot scheme. A strategic review of threat, harm and risk identified a vulnerability in the capacity of the IOMC to effectively staff the MASH on a permanent basis and also resource the demands in the Police Early Action Team (PEAT). A business case for growth was submitted for consideration by Government and funding was agreed to establish posts for a Police Sergeant for the MASH and an additional officer for the PEAT.

Whilst there was lots of cross pollination in terms of duties, the Protecting Vulnerable People Investigations Team (PVPIT) and MASH teams were divided across two locations (one being at the old Lord Street Police Station and the MASH team being located with Social Services in Murray House). The benefits of the co-location were evident from an early stage, however some of the other duties that the PVPIT conduct, could not easily be carried out by the MASH, which provided resilience issues in respect of covering for absences, leave and other operational contingencies.

The PEAT were located within the MASH, but it is fair to say that other operational demands for the wider IOMC have been detrimental to initiating various schemes, as a result aspirations have had to be curtailed. Despite this, there have been some significant successes by the PEAT which has diverted most of the young people who were referred to them. The focus remains on education and trying to divert our young people from the Criminal Justice System.

Over the past 12 months we have moved to a position, whereby we have two full time equivalent roles for dedicated school liaison officers who are able to maintain direct links into schools, working with partners to ensure that we have the opportunity to try and positively influence youth behaviour from an early stage.

ASB which could be perceived as being relatively minor has a massive impact for the victims involved and maintaining the confidence in policing in how we deal with it is paramount. The prevalence of ASB across the Island has seen temporal increases, largely linked to school holidays and generally a small number of groups of youths who cause the highest demand. Specific patrol plans have been put in place within most areas of the Island to seek to resolve these trends. In addition a dedicated intelligence led operation within the Douglas and Onchan areas (Operation Beetle) has been implemented to focus activities around a small number of individuals who have been identified as causing the most ASB within our communities.

A total of 526 children have come to Police attention for 1276 criminal and ASB matters this year. This is only four fewer children and a decrease of 47 (4%) of incidents from the previous year. These figures include ASB dealt with via the LINK scheme, this is a scheme where non-criminal ASB is referred to our PEAT for early intervention and diversion.

When looking at criminal offences committed by children in isolation from the LINK referrals, it is not such a clear picture. The data for 2024-25 shows that there has been a reduction in the number of offenders for criminal matters (by 9%) but an increase in the number of offences committed (by 9%). Worryingly, the data also shows that of the 21 most prolific offenders (four girls and 17 boys), 14 have a recorded 'mental health' marker, 16 have recorded drug misuse and three have notable alcohol misuse.

There remains a fine balance between diverting youths away from criminality and considering options to prevent their criminalisation for relatively low level offences – which none the less, has a significant impact on victims. The continued use of relevant ASB legislation allows for those specific individuals to be dealt with appropriately, once other options have been exhausted and seek to try and restrict their ability to commit further offences.

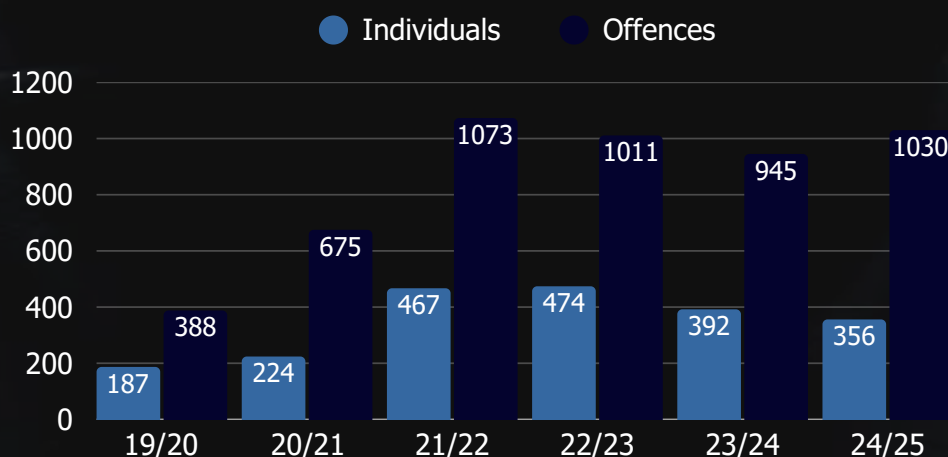
Through the continued submission of LINK forms and liaison with partner agencies, as well as parents, it allows the opportunity to work with youths to try and divert them away from ASB and escalating criminality. This is strongly supported by the work of the MASH, along with the sharing of relevant information through Multi-Agency Referral Form (MARF) submissions, so that we are sighted on concerns raised by other agencies.

Due to being well below our funded strength and realigning resources to mitigate against other prevailing threat, harm and risk, the neighbourhood policing footprint has been denuded and therefore problem solving in our communities in respect of preventing youth offending and ASB has been compromised.

The IOMC remains an active member of the Community Safety Partnership and is currently supporting some scoping work in respect of a potential Youth Justice Team (or similar model) to further enhance the work in this area for the future.

Overall picture of youth offending year on year.

In the period 24/25, 526 individuals referred to PEAT were responsible for 1,030 matters.





TACKLING THE HARM CAUSED BY VIOLENCE TACKLING VIOLENCE AGAINST WOMEN/GIRLS & DOMESTIC ABUSE

Over the past 12 months, the IOMC has demonstrated significant progress in tackling both domestic abuse and sexual offences. The new Domestic Abuse Act 2020 and the Sexual Offences and Obscene Publications Act 2021 has been implemented and there is no doubt that these changes in legislation have improved victim safeguarding, enhanced enforcement capability and strengthened multi-agency coordination. The IOMC continues to work with partners to deliver the Violence Reduction Strategy which takes cognisance of the National Police Chief's Council guidance to tackle Violence Against Women and Girls (VAWG).

Whilst the changes in legislation are extremely welcome, it has increased demands on our already stretched resources. A strategic review of threat, harm and risk, identified a vulnerability in the capacity of the IOMC to effectively manage this rise in demand in respect of domestic abuse. However, a business case for growth was submitted and an uplift in resourcing by an additional officer was funded by the Government, which will ameliorate the risk in the short term, whilst also ensuring a more robust, proactive and proportionate multi-agency response is taken with regards to high risk cases in particular.

During 2024-25 there have been 70 Domestic Abuse Act offences reported which is a slight decrease of four (5%) compared to the previous year. The detection rate for offences finalised in this reporting period has reduced from 59% to 37%, with nine more investigations finalised this year than last. This decrease in detection rates is a result of 47% of victims not wishing to support furthering the investigation this year compared to only 26% last year. There have been three repeat victims of Domestic Abuse Act offences this year in comparison to four last year.

Domestic Abuse Protection Notices (DAPNs) and Domestic Abuse Protection Orders (DAPOs) are now fully embedded as an operational toolkit. During 2024-25 the IOMC has consistently issued approximately six DAPNs and DAPOs per quarter. These orders are often used even when victims decline to support the pursuit of a prosecution, which has in turn provided an alternative opportunity for the police to proactively safeguard individuals at risk. When breaches of such notices and orders have occurred, this has resulted in direct police action to actively pursue the offenders and progress enforcement action.

Similarly, there has also been a significant increase in volume of sexual offence investigations, with 137 recorded during 2024-25, by comparison to 116 during the previous year. It is understood that the rise of demand in respect of both domestic abuse and sexual violence is predominantly brought about by the changes in legislation, but also by an apparent increase in public confidence. This inference is drawn from the high number of non-recent complaints of sexual violence (29% of rapes) being reported to the IOMC. This increased demand appears to have become the norm, rather than a spike and is far outstripping resources in this high risk area of police business, which draws upon the skills of some of our most highly trained and skilled investigators.

The PVPIT remains under significant pressure in terms of their extraordinarily high workloads, which cannot be sustained in the medium to longer term. Officer shortages and retention challenges across the wider organisation are exacerbating the situation as the IOMC tries to balance the competing demands across all policing disciplines. Neighbourhood policing has already been denuded in the short term to mitigate the risk. The IOMC needs to respond with a sense of urgency and the support of the DHA and wider Government is essential to build greater capacity and capability to address this prevailing threat, which will enable the IOMC, together with its partners to tackle violence against women and girls more effectively.

Significant progress has been made in respect of the construction of the Sexual Assault Referral Centre (SARC) which is due to open later in 2025. This state of the art facility will enhance the quality of service provided to victims of sexual violence. The SARC will offer both forensic and specialist victim support services, including access to a qualified Independent Sexual Violence Advisor (ISVA), regardless of their willingness to co-operate with a police investigation. This trauma-informed model aligns with UK best practices and is expected to improve both victim confidence and evidential outcomes. Research from other jurisdictions where there has been the introduction of a SARC has seen significant increases in victims of sexual violence reporting offences to the police. It is anticipated that the Isle of Man will be no exception and we will see a further increase in demand in respect of this area of criminality.

The IOMC has also embraced national best practices, including principles from Operation Soteria, to improve rape investigations and build a trauma informed culture. The continued training of Sexual Offence First Responders (SOFROs), which now numbers 22 across the Island, has allowed us to enhance our capabilities in early evidence gathering and victim care. More officers will be trained in this area to meet demand and provide the best initial response for victims.

Whilst positive outcomes for rape remain a challenge, there have been some improvements on the previous year. Of the 45 rape cases reported in the past year, nine have so far resulted in charges with a further 12 still being under active investigation. For those offences concluded in this reporting year, the overall detection rate is 28%, which is an increase from 21% when compared to the previous year. These figures compare favourably to England and Wales, where detection rates are typically around 2–3%. However, victim disengagement still remains a key barrier with 45% of rape investigations having been closed due to lack of victim cooperation.

The IOMC has continued to build an outstanding relationship with Victim Support, Isle of Man, whose advisors continue to provide dedicated and professional support for victims of crime. Partnership work is currently underway between Victim Support, Isle of Man and the IOMC in seeking to secure financial support via the Seized Asset Fund to resource a new delivery model. It is envisaged that this revised delivery model would further enhance the victims journey through the criminal justice process, with more frequent engagement, better support by a dedicated advisor, which in turn should yield a reduction in case attrition at court and result in a positive outcome for the victim.

Public engagement remains a priority for the IOMC and initiatives such as awareness campaigns and training on coercive and controlling behaviour are equipping both the public and frontline responders with the tools needed to prevent harm and encourage disclosure.

These developments will act to support the overarching goal of ensuring that victims of domestic abuse and sexual violence are better protected, supported, and empowered. However, continued success depends on sustainable funding, recruitment, and multi-agency alignment. The IOMC is clear in its position that protecting the vulnerable, must remain a whole-system priority to better ensure that we continually earn the public's trust and confidence through an accessible and visible response, which puts the victim's needs at the heart of everything we do.

Lastly, it must be noted that the Crime Severity Score for the Isle of Man is 0.59, which is considerably lower than any other UK Jurisdiction which averages 5.1. According to the latest Global Residence Index from Vancis Capital, the Isle of Man has been ranked the third safest place to live in the world behind Liechtenstein and Andorra.



REDUCING THE NUMBER OF PEOPLE KILLED & SERIOUSLY INJURED ON OUR ROADS

The Chief Constable is a member of the Road Safety Strategic Group (RSSG) which is chaired by the Chief Officer of the Department of Home Affairs (DHA). The RSSG provides oversight and strategic direction to the underpinning Road Safety Partnership (RSP), which comprises representation of key stakeholders from the Department for Education and Sport & Culture (DESC), the Department of Infrastructure (DOI), Isle of Man Fire & Rescue, Manx Care, Public Health, the Island Road Safety Team and the IOMC. In 2019, Tynwald approved a 10 year strategy, which has embraced the "Safe System Approach" which focuses on Safe Speeds, Safe People, Safe Roads and Safe Vehicles.

The Key objectives articulated in the Strategy are to; reduce the number of people killed or seriously injured (KSI) in road traffic collisions, reduce the number of road users sustaining slight injuries in road traffic collisions, reduce the number of non-motorised vulnerable road users who are injured (all severities) in road traffic collisions, reduce the number of powered-two-wheeler road users who are injured (all severities) in road traffic collisions and increase the number of non-motorised vulnerable road users who say they feel safe using our roads.

Since 2019, the IOMC adopted the STATS 19 Collision Database which brings the Isle of Man in line with UK recording practices and enables the accurate recording and categorisation of injury, collision contributory factors and facilitates geographic comparisons.

During 2024-25 there have been 51 collisions which have been recorded as Serious Injury and tragically a further five collisions which have been recorded as a fatality. This is a total of 56 recorded KSI collisions this year compared to 63 in the previous year. It is worthy of note that the highest proportion of these KSI collisions occurred in the month of June, which is a common trend and coincides with the peak of the motorcycle racing period. The five fatal collisions comprised two pedestrians, two motorcyclists and a single car driver. Three of these fatalities occurred across the months of November and December.

When analysing the whole of the collision data where an injury was sustained, including slight injury, it is apparent that the largest volume of collisions involve drivers in the age range of 16 - 20 years, followed by the age range of between 56 – 60 years. However, on average the more severe injuries sustained are during collisions involving drivers in the 36 - 40 years age range. Sharper focus is required to identify opportunities using this analysis to focus activity or initiatives around the demographic which would derive the greatest benefit towards casualty reduction.

Further analysis of the STATS 19 collision data has also identified that there are certain sections of the Mountain Road, where the greatest number of collisions have occurred which have resulted in an individual being killed or seriously injured. These particular areas have been identified as Brandywell and between the 33rd Milestone and Keppel Gate. It has been identified by colleagues in the DOI and reinforced by IOMC, specialist crash investigators, that there is an issue with road adhesion on these particular areas of the Mountain Road. This particular issue has been highlighted at both the RSP and the National Motorsport Committee and a programme of resurfacing was planned in readiness for TT 2025. However, the resurfacing has been postponed until later in the year due to a technical issue. In mitigation, new signage has been erected in these particular areas to warn drivers / riders of the hazard. During the TT 2025 period 'Keep Left' signage will be reinstated to remind foreign visitors to drive / ride on the left hand side of the road.



It would be remiss not to mention that 2024-25 was the third consecutive year where zero fatal collisions have occurred during motorsport periods on the 'open' road. This is in part testament to the 'Know your limits' campaign which was successfully implemented by the IOMC during the periods of the Pre TT, TT, the Southern 100 and the Manx Grand Prix. Part of this success can also be attributed to the post collision response by the emergency services and in particular the D13 enhanced first aid training which is provided to our Armed Response Officers and Roads Policing Officers. There is no doubt that in at least two of the serious injury collisions which occurred during this period, the response and administration of advanced first aid by officers of the IOMC, saved these two people's lives.

After each fatal collision (outside of the collision investigation itself) a multi-agency response, comprising representatives from the Road Safety Team and the DOI undertake a site visit. A joint assessment of the geography, typography and road layout, together with other possible causation factors is considered and a determination is made to implement control measures / mitigation to minimise the risk of a recurrence. Wherever possible, it is the ambition to implement any recommendations without delay, ahead of any other processes (such as Coroners Inquests).

Impairment of driving through drink and drugs can certainly be a causation factor in relation to a road traffic collision. During 2024-25 the IOMC recorded 54 investigations in respect of drink drive offences and 99 investigations in respect of drug drive offences. It is interesting to note that of the 99 positive drugs samples, 58% were positive for Cannabis, 29% for Cocaine, 11% for both and 3% for other drugs, such as Ketamine and MDMA. It is worthy of note that of the 99 drug drive offences, 10 involved those who have a prescription for medicinal cannabis.

A challenge for IOMC has been identified in respect of enforcing legislation surrounding individuals driving a motor vehicle on a road whilst over the prescribed limit for drugs. It is apparent that under Section 5AA of the Road Traffic Act there is a statutory defence for drivers who show that whilst the proportion of a controlled drug in their blood exceeded the statutory limit, they consumed the drug in accordance with a medical prescription. Increasing use is being made of this defence, particularly in relation to individuals who have a prescription for medicinal cannabis. Regardless of having a prescription or not, driving or riding whilst over the prescribed limit causes impairment and the Chief Constable has serious concerns that this issue could potentially be to the detriment of public safety. This issue has been escalated to the Minister for the DHA with a view to further consideration by the Department of Infrastructure.

The IOMC continues to work in partnership with other agencies including the DOI and, Customs and Excise to undertake a number of road safety campaigns, including Operation Uplift which saw a focus on vehicle safety checks. The IOMC also undertook a drink / drug drive campaign during the festive season under the auspices of Operation Ripple-Effect. This campaign saw 198 vehicles stopped, during which 117 vehicles were identified as having defects. Meanwhile, 22 arrests were made for offences of driving / riding whilst over the prescribed limit for drink / drugs.

In order to continue to meet the strategic objectives outlined in the DHA Policing Plan, to reduce the number of people killed and seriously injured on our roads, which is underpinned by the strategic objectives set out in the 'safe systems' approach, the Chief Constable would advocate for consideration of using the data analysis derived from the STATS 19 database, to make an evidenced based and informed approach to drive further activities to mitigate the risks, particularly in respect of young drivers and collision hot spots, as well as considering further legislation changes to remove a defence in law which appears to be being exploited by individuals following a change in social policy.





BUILDING ORGANISATIONAL CAPACITY & CAPABILITY

Our Organisational Enablers are critical to support operational policing and to 'building organisational capacity and capability', which is outlined as a priority in the DHA Policing Plan. It is imperative that we have the right infrastructure, capacity and capabilities in place to deliver a high quality policing service and realise our vision of **"Ensuring the safest island in the British Isles focusing on; protecting vulnerable people, reducing harm and tackling criminality, whilst putting the victim at the heart of everything we do"**. This vision will be delivered through the five cross cutting principles for delivery which include the themes of; victim focused, preventative and problem solving, responsive service, intelligence driven and investigative mind-set and underpinned with the following Organisational Enablers:

- People.
- Business Delivery.
- Digital.
- Partnerships and Collaboration.
- Demand Reduction.

The DHA Policing Plan also features a further Enabler entitled 'Understanding of Strategic Threat and Risk' which requires the IOMC to plan and deliver services based on the Strategic Threat and Risk Assessment (STRA) which is refreshed annually.

PEOPLE

We aim to be an employer of choice attracting and retaining a professional, talented and diverse workforce, which meets the demands and challenges we face and inspires our officers and staff to think innovatively about how to improve policing.

The challenges in respect of the recruitment and retention of police officers have been well documented and whilst the position in terms of attracting new recruits has been more successful for 2024-25 than in previous years, the issue of recruitment and retention will be a continuing challenge over the next three years.

A staff survey conducted by the IOMC Police Federation, highlighted that the main stressors within the IOMC were staffing numbers and salary. Whilst this was not unexpected, there has been significant challenges encountered to recruit and retain police officers. The IOMC has been running at circa 30 officers under its funded strength throughout 2024-25, which as the survey highlights, has had a detrimental effect on the existing officers who have had to consume this consequent additional workload. The IOMC shares reciprocity in terms of pay and conditions with police forces in England and Wales and as such, the pay certainly for new recruits was not comparable with other emergency services and law enforcement partners locally, which has compounded the issue of recruitment and retention.



In order to make the IOMC a more attractive and competitive employer, negotiations were undertaken with the DHA to influence a change in the starting salary for new recruits. It was agreed that the starting pay would shift from pay point one to pay point four, which brought the IOMC more in line with other emergency services and law enforcement agencies locally. In addition the DHA agreed to implement a Re-joiner Scheme which enabled officers to retire from the IOMC when they reached the age where they were entitled to take their pension benefits and then return in their same role on a two year contract. As a result of these changes in starting pay and policy, there was both a significant shift in the number of candidates interested in joining the IOMC and a few officers have since retired and re-joined. In January 2025 an unprecedented cohort of 16 student officers commenced with the IOMC, the quality of which was noticeably high and surprisingly comprised a wide age range, with diverse life experiences.

Historically the IOMC has managed to attract transferees from the UK, but due to a change in the pension scheme, officers joining the IOMC suffer a financial detriment and are required to work longer for the same pension benefits. As a consequence the numbers of transferees has dwindled over the years. However, we have managed to attract a few transferees, who bring with them experience in both specialist areas of policing and ranks. At present the IOMC is 18 officers short of its funded strength which is a slight improvement, however, a further recruitment campaign is underway.

The IOMC has successfully embraced the Blue Light Health and Well-being Framework which is essential to provide support for our officers and encourage them to maintain physical and mental wellness. The IOMC has invested in psychological support services and signposted individuals to a variety of well-being services. The IOMC successfully progressed a well-being week which included a health-check, providing support and guidance from external agencies for a variety of matters. As a result, there were a number of timely interventions which identified significant health issues with some of our officers. The IOMC have acquired the services of a new occupational health provider, which has been beneficial in providing suitable and appropriate support for our officers, including rehabilitation and preventative initiatives.

During 2024-25, the IOMC has experienced some significant and traumatic incidents which have had a detrimental impact on the health and well-being of our officers. The IOMC has implemented improved Trauma Risk Management (TRiM) processes in response and has received some positive feedback from our staff.

A revised productivity framework has been introduced to record individual officers' performance. This is not as a punitive measure, but is intended to capture individual performance, development opportunities and welfare needs, as well as future aspirations, all of which are considered in the wider succession and organisational structural planning cycle.

In the interests of promoting physical and mental well-being and in collaboration with the IOMC Police Federation, a scoping exercise is currently under way in respect of delivering gym facilities for our officers and public service commission staff who work for the IOMC. It is anticipated that a business case will be developed to fund facilities at both Ramsey Police Station and Douglas Police Headquarters.

The training budget for the IOMC has been significantly underfunded for the past three years and we have seen an unprecedented rise in costs from our primary training provider which is the College of Policing. The IOMC is absolutely committed to the continuous professional development of our people and we want to ensure that they receive the quality of training enjoyed by other forces in neighbouring jurisdictions and furthermore, that wherever possible the IOMC embrace the College of Policing – Authorised Professional Practice in order to provide a high quality of service to the public of the Isle of Man. The IOMC has mitigated this risk by training our own officers to deliver 'in-house' courses bespoke to the needs of the IOMC and its policing model. However, in anticipation of significant numbers of officers retiring or resigning over the next three years, a training needs analysis has been commissioned. It is anticipated that in order to sustain the requisite capabilities for the future, an increase in the training budget for the IOMC is necessary for the next three years.



BUSINESS DELIVERY

We will make efficient and effective use of our allocated budget over the next five years through a change strategy that is informed by an on-going assessment of threat, harm, risk and demand, whilst seeking to continuously improve organisational functions in their support of operational policing delivery.

Business processes across the IOMC have been refined and are informed through a Strategic Threat, Harm and Risk Assessment which ensures that resources are deployed to deliver against our key priorities as outlined in the DHA Policing Plan. A productivity framework has been introduced which ensures accountability takes place from the individual, operational, tactical and strategic level. The productivity framework takes account of both qualitative and quantitative performance measurement across a suite of indicators which are used to inform a Quarterly Performance Report. This report is presented to the Minister for Justice and Home Affairs, as well as the Department's MHK and MLC members who hold the Chief Constable to account for the performance and financial expenditure of the IOMC.

The financial challenges currently experienced by the Isle of Man Government has seen a real term reduction in the IOMC allocated budget, which is compromising our ability to keep pace with changes in the policing landscape. The management of the budget is a constant strain, particularly with requirements to maintain licences that provide access to UK information and intelligence systems that are becoming more and more expensive. These are non-negotiable options as they are required in general policing work, but particularly for the strengthening of our borders and national security.

New legislation has been introduced which will better safeguard vulnerable people and in particular help tackle VAWG. However, although we welcome the legislative changes, no cognisance has been afforded to the additional demands that such changes in legislation will impose on the IOMC and the wider criminal justice system. This additional demand is significant and continues to place great strain on an already stretched resource, which extends to some of our most specialist and highly trained officers, which cannot be sustained in the medium to longer term.

The IOMC has embraced the principles of the National Intelligence Model, underpinned with the National Decision Model, which ensures that our finite resources are deployed in line with our key priorities, whilst empowering our officers and staff to make informed decisions in respect of responding to incidents and providing an underpinning rationale in respect of how they are resolved. A great example of this philosophy is the implementation of Right Care, Right Person, where incidents of people experiencing mental health crisis are dealt with by the most appropriate agency, with professionally qualified staff to deliver the right care to the service user, rather than attendance by the IOMC being the default position.

The Police Headquarters is in a state of disrepair and arguably, nearing the end of life. During 2024-25, the Chief Constable undertook a number of 'Have Your Say'- face to face consultative meetings with frontline staff and established that there were pest infestations in the working environment and officers/staff were working at broken desks and using defective chairs. The Chief Constable requested urgent action to address the pest control issues and replace broken equipment, as well replacing substandard floor coverings and commissioning some re-decoration. The policing estate is not fit for purpose to deliver a contemporary policing service which would see key partners working in collaboration and being co-located.

The DHA have an aspiration to develop a Blue Light Hub with the strategic vision of co-locating Police, Fire and Ambulance into a single headquarters in Douglas, with satellite hubs across the Island, North, South and West. An initial strategy has been developed, but there has been little progress in terms of development. There is an increasing sense of urgency to address the accommodation issues, not just for policing, but the wider emergency services.



DIGITAL

We will develop, acquire and deploy technology and information services and solutions that enable the Isle of Man Constabulary to be an agile and data driven business across all aspects of policing, for the community it serves, the partners it works with and the people it employs.

A digital transformation strategy is in place to scope the digital environment, plan for the delivery of digital solutions and utilise specialist digital tools, whilst deploying digital solutions which are easy to use and reduce bureaucracy.

The IOMC not only continues to invest in technology and digital capabilities, but has invested heavily in building greater alliances with the Home Office to acquire access to databases. This will enhance the capability of the IOMC to prevent and detect crime, whilst also safeguarding our Island. The IOMC has undertaken an inordinate amount of work to cleanse and enhance the quality of our data to ensure that we can meet the stringent security assurance protocols and standards required to join national digital programmes. The IOMC have fulfilled the requisite protocols and standards and are now able to access the Law Enforcement Data System and the Police National Database, which holds vast records of information in respect of criminals and in turn, will be a critical part of the infrastructure to successfully deploy Automatic Facial Recognition (AFR) technology at our ports.

In the interests of tackling serious and organised crime and securing the Island, significant progress has been made in terms of enabling legislation, undertaking data protection impact assessments and developing the infrastructure and licences to access the UK Driver and Vehicle Licensing Authority database and deploy Automatic Number Plate Recognition (ANPR) technology at the Sea Terminal.

The IOMC continues to review its IT infrastructure and optimise the use of existing systems. The NEC 'Connect' records management and intelligence system has been used by the IOMC for a number of years. However, not all the available modules have been implemented. A property management and missing from home module has been recently developed and will soon be operationalised.

A significant update is in the process of being rolled out across the IOMC which improves the efficiency of the police processes, amalgamating previously stand-alone databases. These developments are providing opportunities for our officers to be agile as they can access systems remotely and undertake administrative tasks without returning to the police station, enabling them to be more accessible, visible and responsive.

Financial support has been sourced via the Seized Asset Fund to provide state of the art video and audio recording equipment in the soon to be unveiled SARC. To ensure consistency across the IOMC, the interview facilities within the Custody Suite will receive a similar upgrade in technology, which in turn will interface with auto-transcription technology in the future.

The ever increasing demands for examination and interrogation of digital devices is being addressed with the use of various programs and certain automation of the work. It is anticipated that proposed changes in the legislative framework for the grading of indecent images of children will have a significant positive impact on the productivity and health and well-being of the overstretched Digital Evidence Unit (DEU). The IOMC have also automated the process of sharing digital files and evidence where appropriate with criminal justice partners. This is a major step forward in realising an ambition of the IOMC to digitalise the criminal justice administrative process.

The IOMC has embraced technology wherever possible and have implemented numerous additions, ranging from software programs to assist in research and investigation of computer based crime, as well as auto-transcription and block chain technology, through to the use of drones. A programme of work continues in order to digitalise, prioritise and categorise a significant amount of hard copy documents and ensure that the IOMC complies with the Management of Police Information legislation. This process will not only free up physical warehouse space, but also expedite the search and retrieval of documents from a virtual library.



PARTNERSHIPS AND COLLABORATION

We will deliver services in partnership and through collaboration with other forces, agencies, public / private and third party sectors, as well as other emergency services, to tackle mutual problems in a more integrated way, improve capacity and capability and achieve efficiencies through economies of scale where possible.

Most of the threats that face policing require significant partnership contribution and cannot be tackled in isolation. This is more acute in an island context where capability and capacity is limited and resilience drawn from mutual aid is extremely challenging. The IOMC has continued to build effective partnerships, nationally, regionally, locally and internally across all aspects of law enforcement, national security, criminal justice, community safety, safeguarding and joint emergency services interoperability programme (JESIP).

As an International Financial Centre and with a focus upon anti-money laundering and countering funding for terrorism, the IOMC has frequently drawn upon assistance via Interpol and other jurisdictions through international letters of request, to secure co-operation in relation to serious and complex investigations. These relationships have ensured that vital evidence has been secured in a format compatible for use in our own jurisdiction and in furtherance of disrupting, dismantling and bringing to justice organised criminals engaged in fraud and money laundering.

More locally, the IOMC through the delivery of the PIMLIT have developed excellent working relationships with local regulators and other law enforcement partners, which will be instrumental in attaining a high level of effectiveness against the FATF International Standards (MoneyVal).

The IOMC has reinvigorated its partnership with the National Crime Agency (NCA) and signed a Memorandum of Understanding, which is underpinned with legislation in support of the Crown Dependencies. The IOMC has secured specialist assets and support from the NCA in tackling serious and organised criminality. Similarly, the relationship with the North West - Regional Organised Crime Unit (ROCU) has also been reinforced and we are now embedded with the ROCU as a formal partner in the North West Region and are regularly supported in respect of the management of OCGs.

In anticipation of countering emerging threats in relation to right-wing extremism, the Chief Constable has met with the Assistant Commissioner for Specialist Crime (ACSO) who heads up Counter Terrorism Policing in England and Wales. Reassuringly, the ACSO has provided an undertaking that the Counter Terrorism Network will continue to support the Crown Dependencies in the delivery of the key components of the UK Government's Contest Strategy; Prevent, Prepare, Protect and Pursue.

The work undertaken in securing our ports has been well documented already in this report and provides clear evidence of partnership working across law enforcement at its best. However, we will continue to work with Customs, Excise, Immigration and Ports Security under the new governance arrangements to further integrate, share data and systems access and minimise the risk of our borders being exploited by organised criminals, due to being part of the Common Travel Area.

The IOMC is a member of the Community Safety Partnership which has representation from both criminal justice and safeguarding partners from across the Island. Effective working arrangements have been developed to enhance multi-agency public protection arrangements, multi-agency risk assessment conferences, abate an overcrowding crisis in the prison, through to providing oversight for the implementation of Right Care, Right Person concept. Partnership arrangements are in place around protecting vulnerable people and the IOMC has been instrumental in the development and implementation of the MASH which is now fully established and funded. The IOMC has continued to work with the DHA and Manx Care to develop a SARC which is scheduled to open later in 2025.



There is strong partnership working through the Emergency Planning Strategic Group in respect of emergency and civil contingency threats. The IOMC has an outstanding professional working relationship with the blue light services which extends to Civil Defence, Coastguard and the Royal National Lifeboat Institute. A gap in the response to Multi-Agency Gold Incident Command (MAGIC) was identified, however the DHA arranged for the College of Policing, in collaboration with the Fire Service College to deliver an on-island MAGIC course which has reinforced JESIP principles and partnership working across the first responders.

The strengthening of the relationship with the voluntary sector is also palpable, particularly with Crimestoppers and Victim Support who have been instrumental in assisting the IOMC with relevant awareness campaigns and enhancing the quality of witness and victim care.

The Independent Scrutiny Group (ISG) has also been reinvigorated after a two year void, with a new interim Chair and participants who better represent the communities which we serve, as well as the majority of the nine protected characteristics, which feature in the Equality Act. The ISG will provide support and challenge to review and inform policy and provide oversight in respect of the use of police powers and procedures.

A vital partner which sometimes can be overlooked are the people of the communities we serve. It is an ambition of the IOMC to embed neighbourhood policing as a whole system place-based approach to tackle areas, families and individuals that are demand generators for a number of agencies and work collaboratively to enhance the quality of life for the Manx public.

DEMAND REDUCTION

We will ensure our officers and staff can meet anticipated increases in demand by doing things differently and more innovatively, maximising technology and ensuring partners take the lead role in appropriate areas, whilst also ensuring that we adopt a preventative mind-set to reduce demand and harm long term.

Demand reduction has been implicit in everything the IOMC has achieved during 2024-25 and it would only serve as duplication to repeat everything which could be construed as demand reduction. However, what has been key is the partnership working which has been undertaken to impact upon mutually beneficial objectives and in particular delivery against the Island Plan.

By drawing upon the assistance from international, national, regional and local partners, we have reduced the demand caused by serious violence and mitigated against the undermining of our economy by making the Isle of Man more hostile for organised criminals to thrive. This is reflected in the criteria which has been adopted by the Global Residence Index from Vancis Capital which has ranked the Isle of Man as the third safest place to live in the World and it is worthy of note that we have jumped three places from sixth last year.

Highlighting concerns to partners where vulnerabilities in their structures, systems and processes which have had an adverse impact on the demand of the IOMC, has been critical to designing out organised criminality. A number of investigations undertaken by the IOMC in respect of offences of modern day slavery / human trafficking, highlighted that the Isle of Man immigration system was being exploited by organised criminals. These concerns were shared with partners and vulnerabilities in their structures, systems and processes were highlighted. An appropriate cross-Government intervention appears to have curtailed this element of abhorrent criminality. Similar issues were also identified with eGaming companies exploiting the regulators. However, an appropriate intervention and partnership working with the regulators continues to have a positive impact upon reducing this element of complex criminality.

The implementation of the principles of Right Care, Right Person has seen reductions in the number of people requiring assistance when in mental health crisis. Consequently demands have reduced upon officer time in terms of conveying patients to a health place based of safety and also handing over the patient into the care of a medical practitioner, usually within an hour.



Despite the complexity of crime increasing and the demands on our officers outstripping capacity, the volume of crime is reducing which is as result of embracing the concept of problem solving policing and working locally with partners and communities to resolve issues.

UNDERSTANDING STRATEGIC THREATS AND RISKS

"It is the duty of the Department of Home Affairs to secure the maintenance of an efficient and effective police force for the Island, so as to ensure the effective preservation of law and order." (Section 1 of the Police Act 1993).

It was alluded to in last year's report that the Chief Constable had commissioned a Strategic Threat, Risk Assessment (STRA) of the capacity and capability of the IOMC, whilst taking cognisance of the unique Island policing context. A number of unmitigated areas of risk within the organisation were identified, which were balanced against the current financial challenges experienced by the Isle of Man Government. These risks were also subject of an impact assessment, prioritised, costed and presented in the form of a Business Case to the Minister with responsibility for Justice and the DHA for further consideration of future investment to ameliorate the identified risks. It is understood that the Business Case was subsequently considered by Treasury with limited success.

Whilst it is accepted that Government need to balance competing risks and demands across all departments, it is apparent that the underpinning impact assessment which was submitted with the Business Case to help inform the decision making and prioritisation was not given the consideration it deserved. It was disappointing that the areas graded 'High' risk attracted no funding at all, whilst other areas which were graded as a 'Medium' risk attracted an element of funding. When the rationale for what was perceived to be a perverse decision was questioned, the explanation offered was that it was a 'political' judgement call. The Chief Constable is concerned that such methodology for decision making is flawed and in the event of a catastrophe occurring, such rationale would not withstand scrutiny at any subsequent inquiry / legal proceedings.

In order to mitigate elements of the 'High' and 'Medium' risks, it has been necessary for the IOMC to realign resources from neighbourhood policing in the short term. Meanwhile other risks have remained extant and have merely been tolerated. A refresh of the STRA has highlighted the following risks to the effectiveness and efficiency of the IOMC and the delivery of the DHA Policing Plan which has the overarching mission to 'keep people safe':

OFFICER RECRUITMENT AND RETENTION

During the financial year 2022-23 the IOMC began to see an increased number of officers leaving the organisation, due to better terms and conditions offered by other employers in both the public and private sector. This scenario was predicted by the outgoing Chief Constable who retired on 31st March 2023 and who publicly announced that he had left a 'burning platform' in terms of police recruitment for the incoming Chief Constable.

The IOMC worked effectively with the DHA and as mentioned earlier in this report, an uplift to the starting salary for new starters was agreed, which was more comparable with other local emergency services and law enforcement agencies. It appears that this uplift in pay has made a significant difference in respect of attracting quality candidates to apply for the IOMC and the issue of recruitment seems to have abated.

The DHA worked together with the IOMC and the IOMC Police Federation to negotiate a 'one off' retention payment of £3,000 which had a positive impact upon the resignation of serving officers in the short term, but it was understood that this annual payment could not be sustained.



At the request of the IOMC Police Federation, a piece of work was commissioned through the Joint Consultative Committee (JCC) for the DHA to consider whether the cost of living on the Isle of Man was akin to that of officers living in the South East of England who receive a 'weighting allowance'. Unfortunately due to competing demands elsewhere in Government, the DHA were unable to secure resources to undertake this work. However, it was agreed through the JCC that the Chair of the IOMC Police Federation would commission a private company to undertake the work and present it back to the JCC when completed. It is understood that this piece of work is near completion and will be presented back to the JCC for further consideration, which if successful will no doubt have a positive impact upon the retention of police officers in the IOMC.

Building upon the commentary alluded to earlier in this report, the issue of officer retention is still extant and has been exacerbated due to a change in pension regulations. The IOMC anticipates a reduction of circa 30 officers due to retirements and anticipated resignations over the next three years. It is worthy of note that the departure of such a large number of experienced officers will have implications in terms of a skills deficit. These anticipated retirements will be loaded at the back end of the three year period and the Chief Constable is seeking support from the DHA and wider Government to address this issue in the medium term by over-recruiting during the next three years to ensure that a 'burning platform' does not remain at the end of the current Chief Constable's five year contract which expires in April 2028.

DIGITAL EVIDENCE UNIT

A previous request for the growth of a police sergeant, two digital investigators and a video editing specialist within the Digital Evidence Unit (DEU) was declined by Government, despite the risk being identified as 'High'. Most investigations undertaken these days (91%) require the examination of an electronic data device and in light of the recent changes in legislation relating to domestic abuse, sexual offences and obscene publications, the demands upon the DEU have increased dramatically and become more acute. A temporary police sergeant has been realigned into the DEU to triage and prioritise the examination of devices, but this is currently unfunded and cannot be sustained in the longer term.

There are significant concerns within the DEU and evidence that members of the current workforce are looking for alternative employment. The skills, abilities and technical aptitude of these specialist technicians are a rare commodity and it will be difficult to replace the extremely talented workforce should they resign. The IOMC have worked closely with the DHA to exhaust all available opportunities to reduce the increasing workload upon these individuals, including exploiting technology and bringing about changes in legislation to reduce their exposure to some of the most abhorrent images that they have to endure.

The Chief Constable is unable to mitigate this risk any further and requires urgent financial support from the DHA and wider Government to provide investment to fund a police sergeant, two digital investigators and a video editing specialist as soon as practicably possible. If the support is not forthcoming, then there is a risk that our most vulnerable victims of crime will be let down which will adversely affect the trust and confidence of the Manx public in the Police, whilst also undermining public safety.

PROTECTING VULNERABLE PEOPLE INVESTIGATION TEAM

The changes in legislation in respect of domestic abuse, sexual offences and obscene publications and the consequent increase in demand has been well documented within this report. It has also been reinforced that the Protecting Vulnerable People Investigation Team (PVPIT) remains under significant pressure in terms of their extraordinarily high workloads, which cannot be sustained in the medium to longer term. The Chief Constable has commissioned a piece of work to understand the current and future predicted demand for the PVPIT, not only brought about by the aforementioned legislative changes, but also in anticipation of the new SARC facility due to open later in 2025.

Once the current and future predicted demand in this area of business is fully understood, it will be used to inform a business case for growth, which will require urgent consideration by the DHA and wider Government to build greater capacity and capability, to address this prevailing threat and enable the IOMC, together with its partners to tackle violence against women and girls more effectively.



TACTICAL RESILIENCE – FORCE INCIDENT MANAGER

A formal inspection of the IOMC was undertaken in late November 2021, by His Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS). The final report was published in February 2022 and outlined a number of recommendations and areas for improvement for the IOMC, DHA and the Emergency Services Joint Control Room (ESJCR). All but one of the recommendations and areas for improvement have been addressed:

'With immediate effect, the Chief Constable of the IOMC should make sure that the ESJCR always has a Force Incident Manager (FIM) present. Once the Chief Constable is confident that ESJCR operators are evaluating and recording vulnerability accurately, the Force could reconsider whether a FIM is still needed at times of very low demand'.

Despite best efforts and a set of shift patterns being implemented to allocate a FIM to each shift, due to competing demands and resilience issues, the FIM role has often remained vacant and this HMICFRS recommendation has now been extant for the last four years. With the changes in the deployment model for armed policing and the requirement to have in place a command structure, the need to have a Tactical Firearms Commander (TFC) in the form of a FIM, 24 hours per day, seven days a week has become increasingly acute.

A further gap in terms of tactical command has also been identified in respect of critical incident and major incident management, as well as ensuring the quality of service is balanced across all areas of the Isle of Man. In order to reconcile this outstanding recommendation identified by HMICFRS and provide resilience in respect of tactical command across the IOMC, there is a requirement to increase the establishment of the IOMC by five Inspectors who would be responsible for undertaking the FIM role in line with the recently introduced College of Policing, Authorised Professional Practice which has been developed for the role of a FIM / TFC.



STRATEGIC RESILIENCE - DEPUTY CHIEF CONSTABLE

The former Chief Constable decided not to fill the post of Deputy Chief Constable (DCC) in the IOMC structure and the post currently remains vacant. The IOMC is the only force in the British Isles (which includes the other Crown Dependencies) that does not have a DCC in their structure, which results in a lack of resilience and a vulnerability for the IOMC and Government for a host of reasons.

The Chief Constable is entitled to take annual leave or may have to attend to business off-Island. When this occurs there are still legal requirements which need to be fulfilled such as authorities for operational activities and other organisational matters. In the absence of the Chief Constable, Superintendents are being required to perform these duties, without the appropriate training / qualifications and without recompense. On occasions this presents a conflict operationally as these Superintendent's may already be involved in the operations / investigations by way of undertaking Senior Investigating Officer responsibilities, or they may have signed off authorities which require independent oversight. These arrangements present a real vulnerability to the integrity of such investigations and a risk of compromise in any court proceedings.

There are numerous occasions during discipline proceedings where the Chief Constable is currently having to hear complaints and make decisions on matters that would usually be considered by the DCC. As a consequence, there is a risk that the Chief Constable may be conflicted by being inadvertently introduced into the evidential chain, which would compromise the independence of any subsequent proceedings and disposal decisions that could be open for challenge. The current arrangement undermines the opportunity to appeal internal discipline cases, meaning that such matters may have to be heard externally which can incur additional costs.

There is also a vulnerability should some unfortunate event occur to the Chief Constable through either illness, accident, premature termination of contract or subject to investigation and being suspended from duty. Such an event would present the Government with a very difficult situation to manage, whereby a Superintendent may have to jump two ranks in order to try and fill a gap they are not qualified to undertake. It must be emphasised that this would present a lack of continuity and stability of leadership for the organisation.

The current structural arrangement also hinders succession planning and undermines the ability of the IOMC to 'grow' internal candidates to apply for the post of Chief Constable. A previous request was made to reinstate the post of DCC, but this was rejected due to financial constraints. The aforementioned challenges prevail and consideration is required to reinstate the post of DCC.

The risks which have been highlighted for consideration should be read in hierarchical order of priority from top to bottom. Unfortunately the Chief Constable, together with his Command Team has exhausted all of the available opportunities to either terminate, treat or tolerate these prevailing risks, within the existing budget allocated to the IOMC and as such, further consideration is required by the DHA and CoMIN to determine where responsibility for the risk remains and how it can be ameliorated.





EXTRAORDINARY EVENTS

Operation Dakar

In January 2025, Operation Dakar was launched to review and re-evaluate risk management plans for all community-based Registered Sexual Offenders (RSOs) using the ARMS risk assessment tool. The operation aimed to align with the College of Policing - Authorised Professional Practice (APP) and M-PPA standards. RSOs were then systematically visited and assessed for compliance. During the Operation breaches such as deleting device history, failure to disclose new relationships and other safeguarding concerns were identified and dealt with appropriately which included court proceedings where necessary. The operation continues to ensure that the outstanding RSOs are visited over the coming weeks.

British and Irish Council

In June 2024, the Isle of Man hosted the British and Irish Council for a two day meeting with attendance from senior leaders from the UK and Crown Dependencies. This necessitated a protective security plan led by the IOMC utilising mutual aid support for specialist functions.

Operation Neptune

This was a police-led multi-agency response to a potential Chemical, Biological, Radiological and Nuclear (CBRN) incident in the South of the Island in October 2024. This required the evacuation of the immediate area and specialist military support from Counter Terrorism Policing in the North West to ensure any risk to the public or Police was mitigated.

Royal Visit

On the 17th October 2024, the Isle of Man was visited by Her Royal Highness, the Princess Royal who conducted two formal visits at Peel Cathedral and the House of Manannan. The event was attended by the public and invited guests, with the IOMC having command responsibility in line with the Royal and VIP Executive Committee (RAVEC) principles to deliver a protective security operation.

Transnational Organised Crime

During 2024-25, The Isle of Man has been subject to increasing exploitation from Transnational Organised Crime syndicates originating from South East Asian regions, targeting the jurisdiction with an intricate nexus using existing immigration policy, labour exploitation and our central registry to base and promote regulated and unregulated business here in the Isle of Man. Legitimised businesses are suspected to be being used to obfuscate and launder large proceeds of money originating from criminality. Aspects of these activities have been widely reported in the local and international media including two significant publications over the last twelve months, by the United Nations Office on Drugs and Crime. The PIMLIT has three ongoing major investigations which are at various stages that link directly into this specific criminal typology. The PIMLIT remains at the forefront of ongoing collaborative work with all of the Island's AML / CFT partners to combat the risks identified and ensure that the Isle of Man is robust in bringing perpetrators to justice and preventing any future exploitation.

Operation Vineyard

This Operation related to use of the fishing vessel 'Boy Shane' to import controlled drugs to the Isle of Man. The vessel travelled from Whitehaven Port and upon entering Douglas Harbour, Officers seized approximately 14.5 kilograms of Cannabis valued at £310,000 and 98 Cannabis vapes. The fishing vessel was subsequently seized.

It also became apparent that further activity had been taking place at sea. A RHIB had been launched from Peel Breakwater and whilst it had been navigating the South of the Island's coast, it had been damaged. The RHIB had been destined to meet 'Boy Shane' out at sea in order to collect the drugs located on board. Five individuals have since been convicted. This was a well-planned and sophisticated operation.





LEGISLATION UPDATE

It has been identified that there are some key pieces of legislation that will enhance the work we are undertaking to secure our Island and also improve efficiencies in the criminal justice system.

Sexual Offences and Obscene Publications (SOOP) Act 2021 – Sexual Offences Sentencing Guideline – Indecent Photographs of Children (Application) Order 2025

- This Order will apply to the Island, with exceptions, adaptations and modifications, part of the Sentencing Council's Guideline on "Possession of indecent photograph of child / Indecent photographs of children" bringing the Island into line with the categorisation scale found within that Guideline for offences within section 71 of the Sexual Offences and Obscene Publications Act 2021. The application of the Guideline (as modified) forms part of the project to allow the use of the Child Abuse Image Database (CAID), which is a computerised categorisation system that matches up images and therefore reduces harm to employees who currently have to undertake the viewing and categorisation of such images.
- Status – Complete.
- Implementation Date – April 2025.

Automatic Number Plate Recognition (ANPR)

- A package of measures has been prepared to provide for operational deployment of existing technology at our Sea Terminal which has the ability to alert law enforcement to serious criminality and threats in real time. Regulations provide for the purposes for which the Chief Constable may process ANPR data (as required by section 33B of the Road Traffic Regulation Act 1985), and the Police (ANPR Code of Practice) Order 2025 (made under the Police Powers and Procedures Act 1998) applies the National ANPR Standards for Policing and Law Enforcement to the Island with modifications.
- Status – Planned to be brought to April 2025 Tynwald sitting.
- Implementation Date – April 2025

Regulation of Surveillance etc. Amendment Bill

- This Bill, which is in the Island Plan, would enable IOMC to utilise existing Automated Facial Recognition technology at our ports and would alert law enforcement to serious criminality and threats in real time. It would also bring in the necessary legislation to cover the unlocking of electronic devices.
- Status – The IOMC have been engaging with the DHA during the policy development of this Bill and looks forward to its progress in 2025.
- Implementation date – Not yet determined.

Justice Reform Act 2021

- The Justice Reform Act 2021 is already in place and has partially commenced. The IOMC are looking forward to the coming into operation of the enhanced powers of the Court to make rules concerning electronic communications in court proceedings. Commencement of this section will see reduced costs for the IOMC and streamline the prosecution process by allowing forensic reports and statements to be produced with digital signatures in line with the UK.
- Status – The IOMC understand that section 40 will be commenced in the near future and that the court rules will need to be developed.
- Implementation date - Dependent on the development of the court rules.

Information Sharing (Security) Bill

- This Bill, which is on the Island Plan, would introduce an information sharing gateway to enable Government departments and agencies to share information. The IOMC look forward to this Bill which it is hoped will assist in deterring organised criminals from exploiting our Island and allow their identification at the earliest opportunity before entry is granted to the Island.
- Status – in policy development.
- Implementation date – Not yet determined.





HMICFRS

RECOMMENDATION	PROGRESS UPDATE
With immediate effect, the Chief Constable of the IOMC should make sure that the ESJCR always has a Force Incident Manager (FIM) present. Once the Chief Constable is confident that ESJCR operators are evaluating and recording vulnerability accurately, the Force could reconsider whether a FIM is still needed at times of very low demand.	IN PROGRESS
By April 2023, the Chief Constable of the IOMC and the DHA should develop robust governance and oversight arrangements for the ESJCR that include regular quality assurance of calls and computer-aided dispatch system entries.	COMPLETE
With immediate effect, the Chief Constable of the IOMC should make sure that sergeants oversee all medium and high-risk domestic abuse incidents and direct safeguarding activities where appropriate.	COMPLETE
By October 2023, the Chief Constable of the IOMC should increase first responders' capabilities to respond to incidents involving vulnerable victims. This should include: • Providing officers with regular refresher training. • Developing clear policies and procedures, and providing officers with clear step-by-step guidance; and • Improving supervision of first responders' actions across the IOMC.	COMPLETE
By April 2023, the Chief Constable of the IOMC should develop processes to make sure that: • In all investigations, officers produce structured investigation plans that include recorded rationale for decisions or details of why some lines of enquiry were prioritised over others; and • Sergeants regularly review plans and effectively supervise and review investigations.	COMPLETE
By October 2023, the Chief Constable of the IOMC should recommence sending detectives and detective sergeants on the College of Policing's crime and leadership training courses.	COMPLETE

RECOMMENDATION

PROGRESS UPDATE

The Chief Constable of the IOMC should increase the Force's analytical capacity and capability.

COMPLETE

The Chief Constable of the IOMC should introduce oversight and governance procedures to make sure that the emergency services joint control room:

- Conducts thorough THRIVE assessments for all calls; and
- Records these on the computer-aided dispatch system.

COMPLETE

The Chief Constable of the IOMC should make sure that officers completing DASH forms record their rationale. The IOMC should also revise its business rules to instruct officers attending the scene of a domestic abuse incident to complete DASH forms in full at the scene.

COMPLETE

The Chief Constable of the IOMC should make sure that attending officers complete DASH forms for all domestic abuse incidents they attend.

COMPLETE

The Chief Constable of the IOMC should introduce a process for identifying and assessing the vulnerability of victims, witnesses and suspects in a more consistent way.

COMPLETE

The Chief Constable of the IOMC should produce clearer, non-contradictory guidance on when officers should submit MARFs.

COMPLETE

The Chief Constable of the IOMC should improve guidance on referrals of vulnerable people to third-sector organisations and develop processes to make sure that such referrals take place where appropriate.

COMPLETE

The Chief Constable of the IOMC should produce clear guidance on when officers should use body-worn video cameras.

COMPLETE

The Chief Constable of the IOMC should update the missing persons form to include a criminal exploitation risk assessment.

COMPLETE

The Chief Constable of the IOMC should make sure that it vets officers managing sex offenders before they take up post, and re-vet them at least every three years.

COMPLETE

The Chief Constable of the IOMC should make sure that supervisors and managers of specialist officers, rather than neighbourhood officers, carry out and record risk assessments for home visits to offenders.

COMPLETE

The Chief Constable of the IOMC should develop a 4Ps approach to tackling SOC.

COMPLETE

The Chief Constable of the IOMC should develop a means of assessing disruptions with the North West ROCU.

COMPLETE

[CLICK HERE TO VIEW THE FULL REPORT.](#)





LIST OF ABBREVIATIONS

ADO - Appointed Day Order

ANPR - Automatic Number Plate
Recognition

ASB - Anti-social Behaviour

CEAM - Child Exploitation and Missing

CSE - Child Sexual Exploitation

CTP NW - Counter Terrorism Police-North
West

DAPN - Domestic Abuse Prevention Notice

DAPO - Domestic Abuse Prevention Order

DEM - Daily Exploitation Meeting

DPIA - Data Protection
Impact Assessment

ESJCR - Emergency Services Joint Control
Room

FIM - Force Incident Manager in ESJCR

IOMC - Isle Of Man Constabulary

KSI - Killed & Seriously Injured

MAPPa - Multi-Agency Public Protection
Arrangements

MARF - Multi-Agency Referral Form

MASH - Multi-Agency Safeguarding Hub

MHPRO - Mental Health Professional

NW-ROCU - North West-Regional Organised
Crime Unit

OCGS - Organised Crime Groups

PEAT - Police Early Action Team

PND - Police National Database

PVPIT - Protecting Vulnerable People
Investigations Team

PVPS - Protecting Vulnerable People
Safeguarding

SARC - Sexual Assault Referral Centre

TRiM - Trauma Risk Management



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