



# Royal Bahamas Police Force



## Commissioner's Policing Plan 2010

Integrated Crime Prevention,  
Intervention & Response Strategy  
(ICPIRS)

# The Way Forward

## WE WANT TO BE:

- A strategy focused but flexible organization
- An organization with a caring, respecting, and trusting culture
- A learning organization
- Adaptable, innovative, and responsive
- A Police Service of excellence
- The best place to work and grow

## Our Vision

“To make The Bahamas a safer place to live, work, visit, and play.”

## Our Mission

“Working together for a safe Bahamas”

## Our Guiding Philosophy

“To fulfill our mandate for policing The Commonwealth of The Bahamas, in partnership with all citizens, residents, and visitors, by serving them with Care, Respect, and Trust.”

# Our Mandate

(Section 4 (1) of the Police Force Act - 2009)

- Maintenance of law and order
- Preservation of the peace
- Prevention and detection of crime
- Apprehension of Offenders
- Enforcement of all Laws with which it is charged

## Our Statement of Common Purpose & Values

“The Royal Bahamas Police Force, in partnership with all citizens, residents and visitors, exists to provide total quality law enforcement service, with emphasis on the maintenance of law and order, the preservation of peace, the prevention and detection of crime and the enforcement of all laws with which it is charged.

We shall perform our duties in a manner which respects individual human rights and which reflects fairness, sensitivity and compassion. Yet, we shall act in firm pursuit of all offenders of our laws, so as to ensure a safe and just society, where neither crime nor the fear of crime adversely affects the quality of life.

We shall accomplish these goals with a high degree of professionalism, through leadership and teams of individuals who are competent, ethical and dedicated. We shall discharge our duties with courage, integrity and loyalty and, being ever mindful of a changing environment, with a willingness to embrace justified criticism and the need for change.”

# Foreword by



The level of serious crimes in The Bahamas is unacceptably high. This coupled with the volume of acquisitive crimes is causing tremendous fear in our communities. There is a generally held view that the fear of crime, in many instances, is more debilitating than the actual incidents of crime.

During 2009, crime figures trended upward for most categories of serious crimes. Over the course of the year reports of murders, serious woundings, armed robberies, and reports of gunshots, were received all too frequently. These incidents increased the fear of crime in our communities and adversely affected the quality of life. This disturbing crime trend in our country must be reversed. The carnage in our communities must stop!

In 2010, The Royal Bahamas Police Force will move with firm resolve to reduce the level of crime and the fear of crime in our communities. Efforts will be made to increase public safety and to reassure citizens and residents of our ability to keep them safe. This will, however, require the full commitment of all members of The Royal Bahamas Police Force in partnership with the people of The Bahamas. We must all ensure that our words translate into actions which will demonstrate our commitment to returning our communities to the peaceful places they once were.

Notwithstanding, our willingness and ability to play our role effectively, we recognize that if we are to achieve any measure of success, we have to work together with all sectors of our society – all of our people. We will therefore adopt a multi-sectoral approach to fighting crime in partnership with the communities of The Bahamas. We will engage stakeholders and our citizens at large as we understand the importance of the collective will and influence of all of our people. We need all citizens and residents of The Bahamas to join us in reducing crime and increasing public safety in The Bahamas.

This document represents an Integrated Crime Prevention, Intervention, and Response Strategy (ICPIRS) which is the vehicle that will guide our work over the next twelve months of 2010. It will be the standard by which we will judge our successes in early 2011.

This Integrated Crime Prevention, Intervention, and Response Strategy embodies our strategic priorities of:

- Taking Care of Our People.
- Reducing Serious Crimes in The Bahamas.
- Enhancing Public Safety.
- Positive Youth Engagement, Involvement, and Intervention.
- Protecting our Borders (National Security).

We will work together to ensure that all members of the Royal Bahamas Police Force embrace this Policing Plan and make their best contributions to “making The Bahamas a Safer Place to Live, Work, Visit, and Play.” We remain confident that once this plan is communicated, the people of The Bahamas will make their best contributions to “making The Bahamas a safer place to Live, Work, Visit, and Play.” We are optimistic that, in 2010, we will move much closer to achieving our mission of “working together for a safer Bahamas”

Ellison E. Greenslade, QPM, MBA  
Commissioner of Police

## **INTRODUCTION**

The adverse effects of illicit drugs and the abuse of alcohol, in our communities, are manifested by the unacceptably high levels of serious crimes and the proliferation of property crimes. We believe that there is a complex relationship between alcohol, illicit drug use, and crime. Notwithstanding, crime is also influenced by a multitude of other factors which must be taken into account in seeking solutions that are effective and sustainable. These subordinate factors include but are not limited to: undesirable network of friends, mental health issues, learning disabilities, chronic absenteeism, social and economic deprivation, lack of job skills and lack of life skills. There is a need, therefore, to continue programs to address these issues and many others.

We also believe that an effective crime reduction strategy should deal with the root causes of crime and make interventions that address these root causes. A multi-sectoral approach which requires working in partnership with the Government of The Bahamas, other Law Enforcement Agencies, the Church, Government Agencies and Departments, Non Governmental Organizations (NGO's), and a wide cross section of the community is needed if we are to have any chance of meaningful success. We recognize, at the outset, that the Royal Bahamas Police Force cannot solve the crime problems in The Bahamas alone. All citizens and residents of The Bahamas must play an active role in helping to make The Bahamas a safer place to live, work, visit, and play.

This crime reduction strategy (CRS) is an integrated model which brings together all stakeholders in our communities to begin this very important work. This strategy will:

- Create healthier and safer communities.
- Reduce loss of life and serious harm to our people.
- Reduce Property losses.
- Potentially Lower Insurance costs.
- Increase productivity by individuals who otherwise would be a burden on society.
- Increase the level of civic pride on the part of citizens.

- Increase the level of job satisfaction and offer greater motivation for those involved in addressing crime in the community.

### **PRIMARY OBJECTIVES OF THE STRATEGY (Force's Objectives)**

- Reduce crime and increase public safety.
- Increase public involvement in reducing crime.
- Improve public awareness around the perception and reality of crime.
- Increase integration between all stakeholders involved in crime reduction.

### **DELIVERING THE STRATEGY**

We will achieve our objectives and assist in delivering the benefits of this strategy with teams of people who are:

- Well selected.
- Well trained.
- Well equipped.
- Well deployed.
- Well cared for and respected.
- Well led.

In addition, we will solicit the support of our partners in public safety, and the general public, to achieve our objectives for 2010.

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## **TAKING CARE OF OUR PEOPLE**

We believe that people who do not feel good about themselves may not readily do good work. We also believe that people, who are not cared for, respected, and trusted, may have a difficulty caring for, respecting, and trusting other people (both colleagues and members of the general public). We therefore recognize the importance of taking care of our people so that they will be motivated to fully engage in serving the people of The Bahamas. Taking care of our people will require that we ensure that they are:

### **Well Selected**

We will ensure that only the best applicants are processed and accepted into the Royal Bahamas Police Force. This does not necessarily mean applicants with the best academic records but rather applicants who meet the entry requirements of the Force and who have led crime free lives. We will therefore, subject applicants to rigorous scrutiny to ensure that only the best are chosen for the onerous and demanding tasks of policing.

### ***What we will do:***

- Properly screen applicants to ensure that they are the best candidates for recruitment.
- Continue the process of extended interviews.
- Apply standardized physical fitness instruments to ensure that potential candidates are medically and physically fit to survive the rigors of police work.
- Strictly apply testing and evaluation standards during recruit training so as to screen out candidates who cannot meet the standard.
- Discontinue the process of retaining candidates who fail examinations and show deficiencies during the training period.



## **Well Trained**

A total review of the training curriculum of the Police Training College (PTC) will be undertaken in 2010 to ensure that more emphasis is placed on applied police sciences (APS). We will ensure that our employees receive the best training and that the courses, and methods of delivery, are consistent with international standards. Graduates of the PTC must be able to function effectively upon being posted to operational police stations and departments. There should never be any question as to their suitability to perform the policing functions for which they are hired nor should there be any reservations in assigning them the requisite tools to properly discharge their duties.

### ***What we will do:***

- Continue the delivery of refresher courses and short seminars at the Police Training College to better equip employees to perform their duties.
- Acquaint employees with the New Police Force Act 2009 and other relevant legislations.
- Provide cultural diversity along with sensitivity training and customer care seminars for all employees.
- Accept offers for our people to continue to participate in training offered by local, regional, and international partners.
- Improve the training curriculum at the PTC to ensure that police graduates are fully conversant with operational police duties and procedures, and that they have acquired the appropriate skills to access and use the police AS 400 computer system .
- Continue the training of serving officers so that they are fully conversant with the Force's Computer System and the new suite of applications which will be launched in 2010.
- Partner with the College of The Bahamas and International Law Enforcement partners to launch distance learning (on-line) courses which will provide instruction in a variety of policing disciplines.

## **Well Equipped**

In 2010, greater emphasis will be placed on properly equipping police officers to perform their duties more efficiently and effectively. This emphasis will span technological and operational spheres to ensure that the best equipment and tools are provided to our people. In addition, attention will be paid to “Officer Safety issues” to engender confidence in officers during the discharge of their duties.

### ***What we will do:***

- Investigate the potential for introducing less than lethal force options to enhance officer safety and provide a greater duty of care for members of the public.
- Provide officers with standardized equipment and duty gear (weapons, ammunition, holsters, duty belts, handcuffs and cases, personal radio holders, high visibility safety vests).
- Improve the provision of communication equipment so that each operational police officer is self sufficient and has the best chance of protecting himself or herself and members of the public.
- Continue the program to outfit all police officers with bullet proof vests (soft body armor).
- Improve the equipment packages for police vehicles and consider enhanced configuration options (sirens, lights, weapons, in-car partition, safety gear, etc).
- Continue the acquisition and deployment of police vehicles in crime hotspots and communities.

## **Well Deployed**

Significant investments will be made in training, outfitting, and equipping police officers to perform police duties. It is therefore imperative, that as far as possible, police officers are deployed to perform the policing tasks for which they are hired. This imperative will go a long way in satisfying

the expectations of the public for more visibility and support from their police officers. In addition, civilian support staff, Reservists, and Local Constables must play the roles for which they are hired to ensure that the Police Force is performing at optimum efficiency.

### ***What we will do:***

- Upon graduation from the PTC, deploy police officers to perform front line operational police duties at Divisional Police Stations.
- Continue the process of rotating new employees so that they benefit from experiential learning and form an appreciation of the vastness of the Organization that they have joined.
- Continue probationary training for new recruits.
- Provide opportunities for all officers to rotate between New Providence, Grand Bahama, and the Family Islands.
- Consider specialist appointments once officers have completed the minimum required postings to uniform Divisions and ensure the “best job fit”.
- Consider the posting of officers, injured in the line of duty, to support services and administrative areas until they make a full and proper recovery.
- Subsequent to specialist training, consider job fit so that the investments in training is maximized to the benefit of the Force and to the country .

### **Well Cared for, Respected, and Trusted**

Police work is dangerous and demanding. Our people must be secure in the knowledge that they are valued and that we trust them to make critical life changing decisions on a daily basis. They must feel respected by their supervisors and colleagues so as to develop the ability to consistently give respect to the people they serve without hesitation or reservation. Care, Respect, and Trust must be modeled by all of our people.

### ***What we will do:***

- Honor our rich legacy and ensure that all officers are reminded of the significant contributions made by policing pioneers over the course of our 169 year history.
- Provide training seminars to sensitize employees to the concepts of care, respect, and trust.
- Encourage employees to cultivate other dimensions of their lives so as not to confine their

activities strictly to police work (work-life-balance).

- Encourage travel and exposure so that officers benefit from experiential learning.
- Encourage officers to participate in reputable service clubs and programs geared toward providing service to members of the community.
- Introduce an Employee Assistance Program Office (EAPO) to amalgamate services required by our employees during times of illness, death, and conflicts.
- Give priority to our people during challenging times in their lives and ensure that they receive the best assistance and support from all levels of the organization.
- Recognize all of our people during retirement and allow them to leave with the greatest measure of dignity and pride.



# Priority 2

## REDUCE SERIOUS CRIMES

### **Perception and Reality of Crime**

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The perception and reality of crime component of this strategy will concentrate on actions that will be taken to address the fear of crime in our communities and to cause people to feel a greater sense of safety and security. There is a commonly held belief that the fear of crime is prevalent among people who live in crime “hot spots,” who have been victims of crime, who feel vulnerable, are poorly informed about the reality of crime in their communities, and who feel isolated.

### **Information Gathering**

Understanding the root causes of crime will allow us to direct resources toward actions that will have the greatest impact in reducing crime. We believe that it is important to collate accurate information about crime and the perceptions of crime in the following areas:

- The number of crimes being committed in each of the Priority Crimes areas (see Appendix A).
- The success of efforts to arrest and prosecute offenders and reduce opportunities for them to re-offend.
- The perceptions of people from communities in New Providence, Grand Bahama and selected Family Islands about their experiences with crime and their impressions of their safety in their homes, on their jobs, and in their communities.

### ***What we will do:***

- Work closely with the College of The Bahamas and other Tertiary Institutions in The Bahamas to undertake “Bahamian Community Safety Surveys.” We will advocate that these survey instruments be designed by educational professionals and administered independently of the police to engender credibility in the process and to ensure comparisons over the long term.
- Develop a “Perception/Reality Matrix.” This will obviate the misperceptions on the part of many of our citizens in communities where there is very little, if any, crimes being committed.

## **Communication of Information**

Crime statistics, which are compiled by the police, are submitted to the Ministry of National Security on a monthly, Quarterly, and annual basis. At the end of each calendar year, these statistics are laid on the floor of the Honorable House of Assembly and are then published for the benefit of the wider community. On a daily basis, the communities of The Bahamas rely on television, radio, and print media to communicate crime information. Despite media reports, there is a prevailing view that the police should be more responsive in providing timely and factual reports of crime.

### ***What we will do:***

- Launch a new Public Affairs and Communications Department (PACD), at Police Headquarters, to improve the advertising, marketing, and communication capabilities of the Royal Bahamas Police Force.
- Pilot test leaflet drops in communities to inform citizens of the successes of partnership working and the positive things being done to reduce crime and increase public safety.
- Develop a media strategy to ensure balanced reporting of crime and crime reduction information.
- Publish and distribute crime reduction brochures to inform citizens of the ways that they can help in the fight against crime so as to keep their communities safe.
- Develop and launch a Crime Reduction Strategy website.

## **Research and Analysis**

The process of identifying, arresting, prosecuting, and convicting offenders requires research and analysis. An understanding of crime patterns and the ability to predict when and where things will or may happen allows the police to focus resources and efforts for success (Predictive Policing).

Criminal Intelligence and the accurate compilation of data allow law enforcement to be proactive in interdicting crime.

***What we will do:***

- Select and train crime analysts and deploy them to major police Divisions (including CDU and DEU) to analyze crime trends and to employ business analytics in support of our Predictive Policing initiatives.
- Ensure the timely entry and updating of all incidents on the Police AS/400 Computer.
- Encourage the use of data mining and analytical tools (COGNOS and I2) which will ensure informed decision making in the deployment of police resources.
- Make crime data available to academic researchers for analysis (COB, tertiary institutions).
- Share crime information with Bahamian law enforcement agencies and other partners who play a role in assisting or supporting law enforcement efforts.
- Raise awareness among public safety agencies of the need to maintain accurate information relative to crime.

## **Build Law Enforcement Capacity**

There are many areas of the service that require strengthening to be more effective in interdicting criminal activity. Therefore, greater attention will be paid to these areas to build capacity and improve capabilities.

***What we will do:***

- Increase the number of police officers assigned to the Mobile Patrol Division (MPD) and provide additional patrol cars to cover all patrolling beats, on each shift, in New Providence and Grand Bahama.
- Increase the number of trained detectives in the Homicide Squad of the Central Detective Unit (CDU).
- Establish a Cold Cases Investigation Squad (CCIS) to review unsolved murder files and recommend new lines of enquiry with a view to solving these outstanding cases.
- Increase the number of officers in the Drug Enforcement Unit (DEU) so as to improve our

capacity and capabilities.

- Strengthen the Firearms Tracing and Investigations Unit (FTIU) in CDU by increasing its resources, providing better technology and training opportunities for officers assigned to this area.
- Encourage a closer working relationship between the Robbery Squad and the FTIU so as to foster greater collaboration in relation to gun crimes.
- Establish a stolen vehicles Task Force (SVTF) under the remit of an Assistant Superintendent of Police working within the CDU portfolio.
- Strengthen the Business and Technology Crimes Unit in CDU and build capacity in areas such as technology crimes, cyber crimes, and financial crimes.
- Continue our Intelligence Led Policing initiatives and form effective partnerships with intelligence entities locally, regionally, and internationally.
- Increase the number of officers assigned to the Selective Enforcement Team (SET) to aggressively interdict offenders who commit priority crimes.
- Renovate existing structures at Police Headquarters to create more space for the Forensic Science Laboratory and build facilities for a DNA Laboratory.
- Renovate and improve facilities at the Police Training College to allow for the provision of more training courses.
- Effect repairs at the Central Detective Unit and renovate on a priority basis Police facilities in New Providence, Grand Bahama and the Family Islands.

## **Detecting Crimes and Arresting Offenders**

Despite proactive measures to prevent crimes, there is also a need to promote efforts which will detect crime, identify offenders, and establish performance measures in relation to the arrest and conviction of offenders.

### ***What we will do:***

- Identify Priority Crimes (see appendix A) and map crime hotspots in respect of these priority crimes. The use of our Geographical Information System (GIS) will be encouraged in support of this initiative.
- Identify, arrest, and prosecute prolific offenders and map their association with other prolific offenders.
- Work closely with the Office of the Attorney General (OAG) to strengthen prosecutions at the Magistrates' Courts level by deploying trained Attorneys and the most capable police prosecutors.
- Work closely with the OAG to improve case file preparation and procedures to



- facilitate speedier trials through use of the Voluntary Bill of Indictment (VBI).
- Identify and deploy employees who have the language skills to communicate with ethnic population groups visiting and living in The Bahamas.
  - Deploy Intelligence Led policing initiatives to target and arrest prolific offenders and others who commit crimes.
  - Upgrade the police Information Technology platform and acquire collaborative business tools to enhance efficiency.

## **Prosecuting and Sentencing Offenders**

The process of rehabilitation must begin at the point where an offender is prosecuted before a Court of Law in The Bahamas. At this early stage the reasons underlying the offender's propensity to commit crime must be understood along with their suitability for treatment. This is necessary to give the offender a reasonable opportunity to rehabilitate and return to society, at a later date, as a contributing member of society. The offender must, however, see clearly the connection between the crime he or she has committed and the outcome which will result from the commission of crime. The entire process, from arrest to sentencing, should span the shortest period of time so as to allow the offender to make this important connection.

### ***What we will do:***

- Recommend a juvenile liaison scheme which will allow the implementation of a problem-solving based sentencing process for juveniles who are first time offenders (minor offences).
- Continue to provide support to the judiciary in respect of night Courts to reduce the backlog of cases and facilitate speedier trials.
- Continue to support and assist the Courts with offender pre-sentencing reports.
- Encourage and support the implementation of a restorative justice process for The Bahamas.
- Improve case file preparation to reduce the time between arrest and prosecution (especially for gun crimes, serious harm, and similar offences).
- Encourage treatment of offenders who are struggling with alcohol and drug addiction.
- Advocate for the imposition of strict conditions upon release from Her Majesty's Prison (HMP) for prolific offenders
- Advocate for the incarceration of prolific offenders until their trial date.

## **Custody and Probation Services**

To ensure the greatest chance for successful treatment of prolific offenders and their re-integration into society, the treatment process should commence immediately upon incarceration at HMP or other places of detention

***What we will do:***

- Foster a closer working relationship with Her Majesty's Prison and the administrators of rehabilitative programs in the management and reintegration of ex-offenders.
- Work in partnership with the Department of Rehabilitative Services to monitor parolees and probationers.
- Provide officer monitoring and support for offenders on probation who are enrolled in treatment programs.
- Encourage the re-instatement of original charges in the case of probation violation.
- Support and assist with the implementation of Electronic Monitoring.
- Advocate for continued drug and mental health treatment programs at HMP and other detention facilities in The Bahamas
- Encourage the implementation of prolific offender management teams (POMT).
- Continue to partner with public safety agencies and other stakeholders in support of offender management and re-integration.



## ENHANCING PUBLIC SAFETY

### **Prevent and Detect Crime**

Experiences, in a number of policing jurisdictions, have shown that an effective way to prevent and deter crime is to increase police presence in communities. This extends to public spaces, crime hot spots, shopping malls, public gatherings, and major events.

#### ***What we will do:***

- Enhance police visibility in communities by deploying more officers to the front lines to better serve the public. Divisional Commanders and Department Heads will be assessed on their willingness and commitment to this fundamental improvement in their areas of responsibility. Efforts must be made to keep officers in the communities and on the streets as opposed to confinement in police stations.
- Continuously assess police establishment and strength figures and recruit more police officers, where required, to keep pace with population growth.
- Continue our neighborhood policing initiatives and encourage every police officer to embrace the concept of neighborhood policing and play a role in engendering community support. This role must not be reserved for just a few officers on each policing division. Every police officer must see him or herself as a neighborhood (community) police officer.
- Encourage community mobilization so that all members of the community play an active role in keeping their community safe.
- Work at closing the demand gap by embracing a “citizen focused” approach which involves active listening and taking into account the views of community members.
- Deploy civilian support staff members in departments and sections of the Force where they are best suited and release trained police officers to return to operational police duties.
- Enhance police visibility in the communities by outfitting selected officers with department

approved “high visibility safety vests”.

- Improve the detailing (use of high visibility decals) on police cars, motorcycles, and sundry motorized equipment to enhance police visibility and reduce the fear of crime.

## **Public Education**

We understand the importance of education and awareness in the fight against crime. We also recognize the need to educate both the public and potential offenders about the consequences of a life of crime.

### ***What we will do:***

- Launch a National Crime Prevention Office (NCPO) to inform and educate the communities of The Bahamas about crime and the actions they can take to make their homes and communities safer. This will be a dynamic office which will bring together stakeholders from all strata of our society to formulate plans and drive innovative crime fighting initiatives.
  - Find new and creative ways to inform the public about how they can better protect themselves.
  - Explore the use of new technologies and software applications which will deliver the most benefits to all of our communities (Citizens Alert).
  - Explore the use of text messaging and similar technological interfaces to allow members of the public to report crimes to the police.
  - Encourage members of the public to make full use of our crime stoppers hotline.
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- Inform potential offenders about the consequences of a life of crime and sensitize them to the harm that crime causes to entire communities.
  - Develop a pro-active and effective publicity and advertising campaign to heighten awareness among our people about the ill effects of crime.
  - Refresh details of wanted persons (on a daily basis and as often as required) and conspicuously post their pictures in public places, on television, the internet, and in newspapers. It is important that members of the public are aware of potentially dangerous persons who may continue to offend if not arrested.

## **Closed Circuit Television (CCTV)**

The use of closed circuit television (CCTV) offers tremendous potential in reducing crime. Therefore, efforts will continue in 2010, to implement this technology in high crime areas, business districts, and in vulnerable public spaces.

### ***What we will do:***

- Encourage the use of Closed Circuit Television (CCTV) technology so that it will be further expanded and used as an effective deterrent and detection measure throughout our various policing districts.
- Encourage the use of CCTV in the downtown core to protect our tourism product.
- Introduce CCTV in all of the Divisional Police Stations in New Providence and Grand Bahama to improve officer safety and custody suite management.
- Continue to support the Government's CCTV project.

## **Community Policing Through Environmental Design (CPTED)**

Citizens must be encouraged to consider design concepts that will improve security by target hardening their properties. There are many things that can be done to achieve this, hence, the police will work with residents and businesses to provide information and support to accomplish this objective.

### ***What we will do:***

- Work with the Ministry of Works and local architects, through their associations on the concept of "secure by design" to reduce the amount of breakings which occur.
- Collaborate with Government agencies to improve lighting in residential and commercial areas to enhance safety.
- Encourage improved landscaping options to enhance safety at business premises and residences.
- Encourage Insurance Companies and Banking Institutions to offer

incentives to potential property owners who incorporate CPTED in their building and acquisition projects.

- Expose our officers and partners to training in CPTED.
- Encourage business owners to reassess their properties with a view to making security improvements to prevent and detect crime.
- Encourage neighborhood beautification projects in partnership with the police, service clubs, and corporate partners.

## **Quality of Life Offences**

The largest category of crimes in The Bahamas is made up of offences which are commonly referred to as minor crimes. These are non-violent offences which are committed by prolific offenders who continue to offend against the laws of The Bahamas with perceived immunity. These offences adversely impact our communities and create a perception of disorder and chaos.

### ***What we will do:***

- Discourage unsavory characters from loitering around liquor license premises and place the onus on licensees to operate within the confines of the licenses granted.
- Enforce the law relative to noise and pollution caused by dirt bikes and motorcycle riders. Motorcyclists, who ride dangerously and without due care and attention, who pose a threat to themselves and other road users will be reported and charged for traffic violations.
- Focus on traffic infractions such as tinted vehicles windows, adapted mufflers (noise), obscured licence plates, fraudulent use of licence plates, and driving without valid driver's licence and Insurance.
- Enforce the laws governing loud music, and the sale of alcohol to minors.
- Encourage restrictions on the granting of licenses for music and dancing in public places particularly in neighborhoods. Applicants will be encouraged to host their events at properly regulated indoor venues such as hotels, convention centers, and selected national venues.
- Target illegal roadside garages and prosecute offenders.
- Work with the Department of Environmental Health to target and remove abandoned vehicles on streets and on vacant lots.

- Work with communities to clean up overgrown properties and raze derelict and abandoned buildings.
- Pay special attention to environmental health issues, pollution, indiscriminate dumping and similar offences.
- Refuse permits to promoters of outdoor concerts who indiscriminately create distress to communities and fuel social strife.
- Target persons who drink alcoholic beverages and drive while intoxicated or otherwise impaired.
- Target speeders and heavy duty vehicles who traverse our streets with insecure loads.
- Enforce all traffic laws and regulations.



### **POSITIVE YOUTH ENGAGEMENT, INVOLVEMENT, AND INTERVENTION**

Continued, focused attention must be paid to the youth of our nation. Many of our young people have been exposed to traumatic situations which, more often than not, leave them scarred, confused, and vulnerable. These events may lead to post traumatic stress syndrome which manifests in a variety of ways. Therefore, we will work with the communities of The Bahamas to provide the greatest measure of support for our children and young adults.

#### ***What we will do:***

- Encourage counseling and support services for children who have been exposed to serious crimes committed in their homes, schools, and communities.
- Provide victim support services for families and children who have been directly injured as a result of crime.
- Provide counseling and support for children whose parents, guardians, and relatives are arrested and incarcerated for the commission of a crime.
- Re-establish community youth bands in all of the Policing Divisions in New Providence, Grand Bahama and The Family Islands to provide wholesome activities for young people.
- Encourage Divisional Commanders to build close relationships with all schools in

- their policing areas.
- Launch the “adopt a school program” in
    - partnership with the Ministry of Education.
    - Work with the Ministry of Education to design and deliver conflict resolution and anger management seminars for all schools.
    - Continue anti-drugs awareness education in all schools.
    - Introduce School Liaison Officers in all schools in New Providence, Grand Bahama, and the Family Islands.
    - Work closely with the Ministry of Education and all schools to educate students and young people about crime and personal safety.



## **PROTECTING OUR BORDERS** **(National Security)**

We recognize the importance of protecting the borders of our country and safeguarding the sovereignty of our nation and its people. Threats to national security, across the globe, make this an imperative.

### ***What we will do:***

- Build capacity in the Security and Intelligence Branch and the Criminal Intelligence Branch.
- Launch an International Policing Branch.
- Further develop the Anti-Terrorism Unit and the Explosive Ordinance Detection Section.
- Strengthen our relationships with Heads of Other Law Enforcement Agencies (HONLEA).
- Explore new liaisons that will provide greater opportunities for information sharing.
- Strengthen our relationships with regional and international partners.
- Further develop our Air Support Services Branch.
- Launch a Marine Support Services Branch with a national remit.
- Strengthen travel control protocols and encourage target hardening at major ports of entry (Air and Sea).
- Maintain and improve our membership status with Interpol.



- Continue to build on the existing positive relationships that we have cultivated with our international law enforcement partners and explore new ways of improving.
- Continue to support our regional law enforcement partners by full participation in the Association of Caribbean Commissioners of Police (ACCP) and other regional bodies.
- Continue our participation in the meetings of the International Association of Chiefs of Police (IACP).
- Seek associate membership with the Canadian Association of Chiefs of Police (CACP).
- Continue our participation and membership in the National Organization of Black Law Enforcement Officials (NOBLE).
- Continue our participation and seek membership in the Association of Public Safety Communications Officials (APCO).
- Work closer with other law enforcement agencies in The Bahamas such as the Royal Bahamas Defense Force, Her Majesty's Prison Service, Customs, Immigration, Road Traffic Department, Port Authority, and The Airport Authority.
- Continue to build relationships with Family Island Administrators and Local Government officials to enhance law enforcement efforts.
- Review and implement obligations mandated by the United Nations Convention on Transnational Organized Crimes (TNOG), Trafficking in Illegal Firearms, Human Trafficking and other critical conventions.

## **FINANCIAL RESOURCE CONSIDERATIONS**

Many of the initiatives in this policing plan have cost implications. These costs will be included in the 2010/2011 budget for the Royal Bahamas Police Force. Notwithstanding, prudence will be exercised in ensuring the greatest use of existing resources to accomplish the Force's priorities for 2010.

## **HUMAN RESOURCE CONSIDERATIONS**

The Royal Bahamas Police Force has an employee base of just in excess of 4,500 people. In 2010, two squads of police officers will be recruited for New Providence and one squad for Grand Bahama. Efforts will continue to retain the services of retired contracted officers to serve as Reservists and also to attract civilians from the public service to work in support roles in the Royal Bahamas Police Force.

## **PERFORMANCE MANAGEMENT**

The weekly CompStat (Computer Statistics) meetings will be continued and the process will be refined to focus on more accountability by Divisional Commanders and Department Heads. This will determine if the policing priorities for 2010 are being realized. To support this process, a CompStat Unit will be formed to more efficiently manage the CompStat process.

Divisional commanders will be required to produce a monthly productivity report to demonstrate how they are meeting the performance targets of this policing plan. In addition, the Officer in Charge of the Strategic Policy and Planning Branch (SPPB) will be required to produce weekly, monthly, quarterly and annual statistical reports.

In early 2011, the Commissioner will provide "The Commissioner's Report", to the Honorable Minister of National Security indicating the extent to which the goals of the policing plan, for 2010, were achieved.

## **APPENDIX "A"**

### **PRIORITY CRIMES**

- MURDER
- RAPE (INCLUDING UNLAWFUL SEXUAL INTERCOURSE AND INCEST)
- SERIOUS BODILY ASSAULTS (STABBINGS, SHOOTINGS, BLUNT FORCE TRAUMA)
- ARMED ROBBERY
- UNLAWFUL POSSESSION OF FIREARMS AND AMMUNITION
- POSSESSION, USE, AND SALE OF ILLICT DRUGS
- BURGLARY
- BREAKINGS
- STEALING OF VEHICLES
- BUSINESS AND TECHNOLOGY CRIMES

# The Role of the Strategic Policy & Planning Branch

The Role of the Strategic Policy and Planning Unit will be two-fold:

1. Ensuring that the overall vision of ICPIRS is communicated uniformly throughout the RBPF
2. Regularly monitoring and measuring the attainment of the vision by:
  - a. Proactive statistical reporting (ratio of implementation of strategic steps to expected results yielded i.e. the implementation of the strategic steps yielding the kind of results we intended).
  - b. Historical statistical reporting measuring key statistics year over year.

It Is Key That The Overall Vision Is Communicated Uniformly Throughout The Organization

Strategic Policy  
& Planning  
Branch

- Commissioner of Police
- Integrated Crime Prevention, Intervention, and Response Strategy

Communication  
of Vision

- Divisional Commanders
- Divisional strategy to fulfill the ICPIRS

Monitoring &  
Measuring of  
Vision  
Attainment

- Police Units

- Individual Officers understanding their roles

