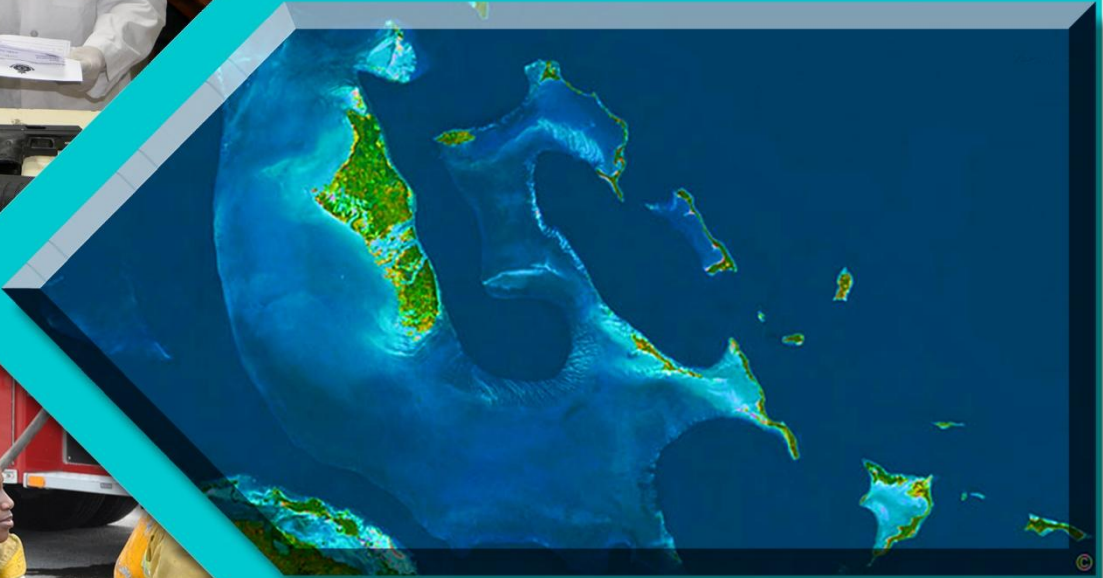


COMMISSIONER'S POLICING PLAN 2018



OUR VISION

- *Create safer communities*

OUR MISSION

- *Delivering our service as a resourceful and professional Police Force*

OUR MANDATE

- *Maintaining law and order*
- *Preservation of peace*
- *Preventing and detecting crime*
- *Apprehension of offenders*
- *Enforcement of all laws with which it is charged*

OUR VALUES

- *Provide total law enforcement service in partnership with all citizens, residents and visitors*
- *Respect individual human rights, reflecting fairness, sensitivity and compassion*
- *Be firm in pursuit of all offenders of our laws*
- *Ensure a safe society*
- *Prevent crime and the fear of crime from adversely affecting the quality of life of residents*
- *Provide a high degree of professionalism, competence, ethics and dedication*
- *Discharge duties with courage, integrity and loyalty*

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COMMISSIONER'S MESSAGE



On behalf of all the dedicated officers and members of the Royal Bahamas Police Force and as the new Commissioner of Police, I am pleased to present my Policing Plan for 2018 in accordance with Section 9 of The Police Act (2009).

The Policing Plan outlines all aspects of our organization's strategies and reflects the views of a wide cross-section of the institution and the community. This Plan is flexible and appropriate adjustments will be made after quarterly assessments of its progress and impact. Details of our achievements and developments throughout the year will be outlined in the Force's Annual Report.

In formulating this Policing Plan we were cognizant of the changing environment of policing and much of what is outlined has linkages to our past hence the activities that have yielded good results will be maintained along with newer initiatives. This Plan will be driven by effective leadership and the

contribution from each member of our organization. Our daily focus will be to deliver exceptional professional policing services at every level and with every interaction with members of the public, thereby bolstering their confidence in us.

As we move forward in 2018, the following strategic priorities will be pursued:

1. Crime Prevention and Reduction
2. Public and Road Safety
3. Interaction with Youth and Young Adults
4. Optimization of Technology
5. Professionalization of Services
6. Effective Management

It is an honour to lead the fine men and women of the Royal Bahamas Police Force and work along with our national and international partners. I take this opportunity to commend all officers, reservists and civilian staff of the RBPF family for their outstanding performance. We are committed to working together each day as we create safer communities.

A handwritten signature in black ink, appearing to read 'A. Ferguson', with a long horizontal line extending to the right.

Mr. Anthony Ferguson, *QPM, A.A.*
Commissioner of Police
Royal Bahamas Police Force
January 2018



CHALLENGES IN 2017

YOUTH IN CONFLICT

In 2017, of the 122 homicides recorded, 55 victims were under 25 years of age and firearms were used to commit the homicides. These victims all have had prior contact with the police and the motives in these matters were usually due to conflict or retaliation. Another noticeable trend has been that a segment of offenders who are being monitored electronically continued to reoffend.

ILLEGAL FIREARMS

With 327 firearms and nearly 10,000 rounds of ammunition confiscated by the Police in 2017, it is a clear indication that there is still too many who would prefer to break the law by acquiring an illegal weapon. Our officers continue to be relentless in their duties to arrest persons who violate our firearms laws and will continue to have them brought to justice.

HURRICANES

Recognizing the dangers associated with climate change, there is a constant need for police vigilance during the hurricane season (June – November) due to the likelihood of the evacuation of persons. In 2017, residents living in our southern islands were relocated to New Providence to avoid facing the threat of Hurricane Irma. As such, this mandated police service requires strengthening of our human and technical support resources and proper deployment of officers to fulfil roles in preserving life and property.

DEMAND FOR POLICE SERVICES

Requests through 911 emergency calls for police services increased last year. There was also a higher demand for the Police to assist with a number of community events, including regattas, homecomings and road races. Private engagements requests from the commercial sector also increased, including out-rider escorts to assist traffic management. These elevated demands will require effective management and proper allocation of resources throughout all Divisions.





TECHNOLOGY & THE INTERNET

Developments in technology and increased use of the Internet have both influenced the speed by which crimes can be committed locally and in collaboration with others abroad. There were several incidents of phishing, which is the fraudulent practise of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers. Skimming incidents were also trending as fraudsters copied data stored on the magnetic stripe of bank cards when inserted in a cash dispenser.

INTEGRITY

A fundamental pillar of policing is public trust. Our behaviour, attitudes and actions must demonstrate that we value our relationship with the community. There were incidents shared across social media where police officers committed actions in violation of our policies. This lack of professionalism placed us under heavy scrutiny. While these matters were swiftly resolved, the work ethic and professionalism of the Royal Bahamas Police Force were questioned.





PRIORITY ONE:

PREVENTION & REDUCTION OF CRIME

We will work to prevent and reduce crime. We recognize that policing in this era is complex and dynamic. It will require that we intervene in a timely manner to curtail acts of violence wherever it occurs. We will vigorously employ strategies that will maximize our use of intelligence, public education and technology.

WE WILL:

- Focus on crime hotspots and repeat offenders
- Work with partner agencies and the community to strengthen crime prevention
- Disrupt organized crime groups involved in drugs, firearms, fraud and other related criminal activities
- Conduct intelligence led operations
- Pay special attention to 'at risk' youth and vulnerable populations
- Regularly share information on wanted persons and those who are the subject of investigations
- Heighten police visibility through intentional and ongoing patrols
- Increase the use of GIS maps to guide crime briefings
- Employ appropriate technology and forensic science capabilities on a continual basis
- Promote the activities of existing crime watch groups and encourage the establishment of others
- Use social media to educate residents through innovative public safety precautionary tips
- Strengthen activities that discourage corruption and dissuade persons from attempting to engage the Police in such practices.



KEY PERFORMANCE INDICATORS

- Decreases in crimes against the person and property
- Increases in tips from the public that solve or prevent crimes
- Significant seizures of illegal firearms and ammunition
- Significant seizures of drugs and other prohibited substances



EXPECTED OUTCOMES

- Safer communities
- Increased economic activities
- Greater participation in crime prevention ventures by stakeholders
- Increased conviction rates
- Use of Maps to influence briefing of staff
- Improved crime prevention capabilities

Lead Responsibility
Uniform Operations
Crime Management
Northern Bahamas
Family Island District
Strategic Policy & Planning Branch





PRIORITY TWO:

PUBLIC & ROAD SAFETY

PUBLIC SAFETY

WE WILL:

- Deploy adequate police resources to all public events in order to prevent and control incidents of disorder or criminal activity
- Strengthen Fire Services with additional personnel, modern equipment and training to improve their response to emergencies
- Encourage the growth of volunteer Fire Brigades throughout the Family Islands
- Conduct fire inspections of public facilities, hotels, schools, entertainment centres and bars
- Ensure that officers' use of force are always in line with force polices and the law
- Pay closer attention to liquor licensed premises, night clubs and venues of entertainment to ensure compliance with the terms and conditions of their licenses
- Work with the Business License Section to ensure compliance with laws and regulations
- Enhance capabilities to respond to emergencies and public safety threats
- Collaborate with the National Emergency Management Agency (NEMA) to ensure a timely response during hurricanes and natural disasters
- Ensure that all places frequented by tourists are appropriately patrolled

KEY PERFORMANCE INDICATORS

- Full compliance with the law of liquor licensed premises
- Improved response times to calls for service
- Increased public support

EXPECTED OUTCOMES

- Increased compliance of liquor licensed premises
- Robust volunteer fire brigades on the Family Islands
- Decrease in the number of community disturbance complaints
- Less use of excessive force complaints
- Efficient response during natural disasters



Lead Responsibility
Uniform Operations
Operational Support Services
Communications & Technology
Licensing Section
Family Island District





ROAD SAFETY

In 2017 there were 54 traffic fatalities. There continues to be too many drivers who speed on the roads which significantly impacts the number of accidents that occur. We will work to create an environment that ensures the safety of all road users.

WE WILL:

- Enforce the Road Traffic Act and its Regulations
- Increase the number of speaking engagements on road safety at schools
- Collaborate with owners of driving schools so that their curriculum includes road safety components
- Deploy officers at strategic checkpoints and other problematic locations at peak times
- Use CCTV to monitor major intersections
- Issue Fixed Penalty Notices on Family Islands that are more developed
- Apply CCTV technology and other measures to reduce time taken to investigate traffic matters

KEY PERFORMANCE INDICATORS

- Number of persons attending speaking engagements
- Number of fixed penalty notices issued
- Accident reports completed in a timely manner

EXPECTED OUTCOMES

- Reduced number of serious and minor accidents
- Improvement in driver conduct on the roads



Lead Responsibility
Uniform Operations
Operational Support Services
Communications & Technology
Licensing Section
Family Island District





PRIORITY THREE:

INTERACTION WITH YOUTH & YOUNG ADULTS

Crime figures indicate crimes against persons are mostly affecting our youth and young adults. The RBPF is concerned about this rise in youth related offences and understand that positive daily contact with them is useful. We are committed to protecting children and young persons from being perpetrators or victims of crime. During 2018, we will build healthy relationships and create opportunities for positive Youth Engagements coupled with a myriad of anti-crime lectures; with a view to reducing the incidents of youth related crimes.

ENGAGEMENT OF YOUTH

WE WILL:

- Strengthen our relationship with the Ministry of Education and all private schools to promote safe, crime free school zones
- Heighten our Community Policing Programme and encourage Divisional Commanders to foster a greater working relationship with schools, PTAs and Community events
- Increase our involvement in Community Based Programmes within schools, like Literacy Programmes
- Launch the *Anti-Gang Initiative* in schools to provide prevention, intervention and suppression lectures
- Involve civil society and faith based organizations in crime prevention
- Work with Community Leaders to facilitate the creation of more programmes led by youth for the youth
- Build the capacity of the Police Youth Summer Programmes and Community Bands
- Re-establish the Police Athletic and Sports Programme
- Increase the efforts of the National Crime Prevention Office (NCPO) as they share conflict resolution and other anti-crime messages
- Establish a tracking system where NCPO officers can monitor youth offenders within the school and justice system with a view to assisting with mentoring
- Increase the number of School Resource Officers
- Improve our ability to provide crime prevention education programmes in our schools
- Re-establish the Police Cadet Programme
- Increase the RBPF participation in career fairs



Lead Responsibility
Uniform Operations
National Crime Prevention Office
Family Island District
Police Training College





PROTECTION OF YOUTH

WE WILL:

- Continue to work in partnership with all government, non-governmental and civic groups that cater to ‘At Risk Youth’ and their Families
- Implement initiatives to enhance youth confidence in the RBPF
- Continue victim support for children and families involved in crimes

KEY PERFORMANCE INDICATORS

- Reduction in youth offences
- Increase school visits and lectures
- Impact assessments of youth programme on crime trends



EXPECTED OUTCOMES

- Reduction of juveniles involved in crime
- Safer school campuses
- Improved school safety
- Positive feedback from teachers, parents and social organizations



Lead Responsibility
 Uniform Operations
 National Crime Prevention Office
 Crime Management
 Family Island District





PRIORITY FOUR:

OPTIMIZATION OF TECHNOLOGY

We understand that change is the only thing that is constant. Hence, our use of technology in policing will continue to evolve. The acquisition of new police equipment helps to keep us on the cutting edge of law enforcement. It helps our first responders to stay a step ahead of criminal elements. The use of technology also assists us in keeping pace with regional and international law enforcement standards.

WE WILL:

- Continue Body Worn Camera (BWC) testing with various vendors
- Create a policy for BWC and equip first responders with them
- Improve weekly COMPSTAT meetings to heighten the crime fighting analysis and strategic planning abilities of the RBPF
- Expand the CCTV programme to include other high crime areas
- Implement the use of drone technology in appropriate areas
- Expand the DNA Laboratory and capabilities
- Ensure that all police computer databases remain properly updated
- Create a Digital Media Department which collates useful crime information from social media platforms
- Develop an online reporting site or an application for non-emergency offence reporting
- Strengthen the relationship with Crime Stoppers Bahamas
- Continue acquisition of innovative and effective information, communications science and technology initiatives



KEY PERFORMANCE INDICATORS

- Effective use of time and resources in dealing with the public
- Adhering to policies that govern performance



Lead Responsibility
Crime Management
Scientific Support Services
Information Technology Department
Communications Branch





PRIORITY FIVE:

PROFESSIONALIZATION OF SERVICES

The greatest asset of the RBPF is its people; their passion, drive and commitment to serve our country and make our nation safer. Our aim is to make the organization a better place to work hence, officers must be afforded opportunities to develop intellectually while promoting health wellness. The Police Training College sits at the helm of our professionalization. Therefore, it will be transformed into the regional leader in law enforcement learning.

EDUCATION

WE WILL:

- Continue to screen and recruit the best applicants for the RBPF in line with staffing goals
- Increase the number and skill set of faculty for year round training and retraining of officers throughout all ranks
- Upgrade all Curricula in preparation for new courses for all ranks
- Establish a School of Management and Leadership to ensure that senior officers are equipped with skills at the strategic level
- Work with the University of The Bahamas and international law enforcement organizations to build the Police College's capacity in course content, professional skill building, testing and faculty development
- Offer professional seminars that address critical and new issues facing law enforcement

KEY PERFORMANCE INDICATORS

- Increased number of professional certified and trained officers throughout all ranks
- Increased number of professional seminars and courses locally
- Increased number of officers who successfully complete international courses and certifications





WE WILL:

- Implement a *Get Fit Programme* to improve the overall health and wellness of officers
- Repair the police gymnasium
- Provide increased opportunities for mental health support for officers and civilian staff
- Create a Safety Policy for RBPF

KEY PERFORMANCE INDICATORS

- A reduction in the high level of sickness and the number of officers who are absent from duty due to illness
- Greater energy in performing tasks

EXPECTED OUTCOMES

- A healthier workforce

ACCOUNTABILITY

WE WILL:

- Regularly inspect all Divisions under the coordination of the Inspection and Review Branch
- Constantly review and amend, when necessary, all Force Policies under the coordination of the Strategic Policy and Planning Branch
- Increase the staffing levels of the Complaints and Corruption Branch to ensure timelier internal investigations
- Mandate that investigations of police complaints by the public are completed within the shortest time frame
- Ensure that officers always execute their duties in a professional manner



Lead Responsibility
 Corporate Management
 Complaints & Corruption Branch
 Inspection & Review
 Strategic Policy & Planning Branch
 Operational Support





PRIORITY SIX:

EFFECTIVE MANAGEMENT

It is very important for us to effectively manage human and material resources. As we carry out our mandate, the willingness to ensure maximum use of the budget is paramount. We will pay close attention to the practices we employ to ensure financial prudence.

WE WILL:

- Manage our resources efficiently to ensure that maximum value is gained
- Develop a Human Resources Department to meet the needs of a 21st century law enforcement organization
- Ensure prudent management of resources
- Ensure that officers are properly outfitted for duty



KEY PERFORMANCE INDICATORS

- Provide an achievable budget for the period
- Sharing of resources between departments to avoid duplication
- Monitor the efficient use of resources
- Upgrade and maintain physical condition of buildings, fittings and furniture



EXPECTED OUTCOMES

- Increase in productivity
- Ensure timely renovations
- Reduced wastage in electricity and stationery

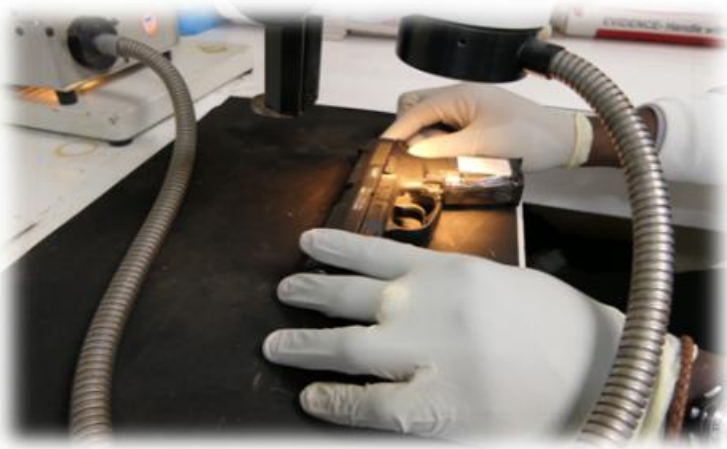


Lead Responsibility
Financial Services
Maintenance Section
Force Garage
Corporate Management





POLICING WITH PURPOSE



PUBLICATION

The Royal Bahamas Police Force is committed to continually improving all of our services. We welcome all feedback about this Policing Plan and/or our service in your communities. Please do not hesitate to contact us.

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