

# COMMISSIONER'S

## Policing Plan

# 2019





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## **THE ROYAL BAHAMAS POLICE FORCE**

### **Vision**

“Create safer communities”

### **Mission**

“Delivering our service as a resourceful and professional Police Force.”

### **Mandate**

The Royal Bahamas Police Force delivers on a wide range of policing services 24/7, 365 days a year. Simultaneously, the country is changing and the Police Force must change with it. Our mandate reflects the special nature and demands of policing in the Commonwealth of The Bahamas. Our mandates are so important to us because they shape and guide the ways in which we work. Accordingly, the mandates of the Police Force are:

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



## **The Royal Bahamas Police Force Statement of Core Purpose and Values**

The Royal Bahamas Police Force (RBPF), in partnership with all citizens, residents and visitors, exists to provide quality law enforcement services, 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.



## COMMISSIONER'S FOREWORD

In accordance with Section 9 of the Police Force Act (2009), I am pleased to present the Royal Bahamas Policing Plan for 2019.

Safety is my highest priority as I view it as the foundation of The Bahamas' success as a great place to live, work, and visit. I am proud of the accomplishments that the Royal Bahamas Police Force (RBPF) achieved last year. The dedicated and hardworking men and women who complement the Police Force, our judicial system, government and non-government stakeholders, and civic societies from Grand Bahama in the north to Inagua in the south were all engaged in a wide scope of coordinated activities that has led and will continue to ensure a safer and more prosperous Bahamas.

The Police Force's ability to protect and serve is an obvious and important component to any public policy discourse on the issue of safety. The vision of the RBPF speaks to an ingrained level of commitment to policing the entire Bahamas. Although the role and expectations of the RBPF may shift from time to time its main legal obligations are constant. In 2018, I prioritized six (6) key areas necessary to garner more meaningful and sustainable results for safety and security. With the keen knowledge that crime is fluid, I remain committed to last year's priority areas. However, I felt it necessary to expand and prioritize sexual exploitation and abuse. While the Police Force has always viewed such criminal acts as sensitive matters, prioritizing these areas garners a more national platform in which all stakeholders can collectively strive to generate awareness and reduce or eliminate such incidences. Accordingly, for 2019 I have prioritized seven (7) areas and they are inclusive of:

1. **Crime Prevention:** The ability of the Police Force to significantly reduce and deter crime and persons responsible for the same.
2. **Public and Road Safety:** The ability of the Police Force to employ appropriate methods and measures to prevent injury and/or death to all road users.
3. **Prevention and Reduction of Sexual Exploitation and Abuse:** The ability of the Police Force to generate greater public awareness and employ appropriate methodologies to prevent and reduce incidences of sexual exploitation and abuse.
4. **Interaction with Youth, Young Adults and All Sectors of Society:** The ability of the Police Force to engage Bahamian youth through youth-initiation or police-initiation in programmatic settings or through day-to-day interactions in schools or community settings.

5. ***Optimization on Technology:*** The Police Force’s ability to embrace, understand and use technology in the contextual aspects of policing.
6. ***Professionalization of Services:*** The Police Force’s ability to align various aspects of policing practices to a full professional model.
7. ***Effective Management:*** The Police Force’s ability to connect with a wide-range of demographics within the organization, while remaining dedicated to their primary mandate of serving the interest of the public.

The seven (7) priority areas in this year’s Policing Plan encapsulate the changes necessary to promote safer communities. Through effective leadership, diversity and aided modern technologies underpinned with policing values the Police Force will be able to deliver upon its commitments to our communities. For the first time in more than eight (8) years, The Bahamas experienced an overall crime reduction of eight (8) percent with respect to crimes against person and crimes against property, respectively. Accordingly, this year’s plan will continue to incorporate the current modus operandi underway thereby ensuring that the Police Force is “future oriented” and competently able to operate effectively in an extremely challenging, diverse and dynamic safety and security environment. Future oriented initiatives will focus on the capabilities of human capital; processes; and technologies, all of which will help shape the delivery of effective policing services for a safer and more productive Bahamas.

The Royal Bahamas Police Force’s operating environment continues to change rapidly and reflects global trends. Therefore, the Police Force will continue to secure and foster productive partnerships nationally, regionally and internationally – such partnerships are fundamental to our success. Specifically, our community efforts and partnership with the National Neighbourhood Watch Council seeks to build safer communities by engaging public discourse, support and participation. Community policing provides citizens with more control over the quality of life in their communities. In short, the community joins the Police Force in building a better Bahamas.

I am proud to lead the Royal Bahamas Police Force into the future and deliver policing services for a safer Bahamas. It is a privilege to lead the fine men and women of the Police Force inclusive of Officers, Reservists and civilians, all of whom I commend for their continued outstanding performances. Their hard work along with the efforts of other law enforcement agencies is how we have achieved so much success last year. The Royal Bahamas Police Force is a great organization which delivers a suite of services to the country and this Police Plan will ensure that the organization remains committed to working together as we create safer communities.

**Mr. Anthony Ferguson, QPM, A.A.**  
*Commissioner of Police*  
*Royal Bahamas Police Force*  
*Policing Plan 2019*



# COMMISSIONER'S Policing Plan 2019

## THE ROYAL BAHAMAS POLICE FORCE'S 2018 SUCCESSES



492,631 answered 919/911 calls  
32,185 non-emergency calls were answered



100 Police Officer Recruits



34 Police Fire Recruits



794 Officers trained in new Police methodologies



New control tactics and aerobics room opened



76 New vehicles deployed  
25 New motorcycles deployed



# COMMISSIONER'S Policing Plan 2019

## THE ROYAL BAHAMAS POLICE FORCE'S 2018 SUCCESSES



285 Illegal firearms seized  
6,254 Rounds of ammunition confiscated



8,439 Marijuana plants uprooted  
10,292 Pounds of marijuana seized  
183 Pounds of cocaine confiscated



25 percent reduction in murder



18 percent reduction in armed robbery  
6 percent reduction in robbery  
19 percent reduction in attempted robbery



23 percent reduction in shop-breaking  
20 percent reduction in stealing



19 percent reduction in stolen vehicles

**There was a 16 percent and 6 percent reduction in crimes against person and property, respectively. Overall, there was an 8 percent reduction in overall crimes compared to 2017.**





# COMMISSIONER'S Policing Plan 2019

## PRIORITY ONE: PREVENTION AND REDUCTION OF CRIME

We will continue working to prevent and reduce crime by engaging in multifaceted approaches to disrupt and end acts of violence wherever they occur. Further to the same, we will rely on strategies that incorporate the use of intelligence, improved policing methodologies, public education and technologies.

### WE WILL:

- ❖ Focus on crime hotspots and repeat offenders;
- ❖ Work with other law enforcement agencies and the community to strengthen crime prevention;
- ❖ Through intelligence led operations, disrupt organized crime groups involved in drugs, firearms, fraud and other related criminal activities;
- ❖ 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 particularly in the "Over-the-Hill communities";
- ❖ Increase the use of Geographic Information System (GIS) maps to inform and guide crime briefings;
- ❖ Employ appropriate technology and forensic science capabilities on a continual basis;
- ❖ Promote the activities of existing neighbourhood watch groups and encourage the establishment of others;
- ❖ Use social media to educate residents through innovative public precautionary tips;
- ❖ Strengthen activities that discourage corruption and dissuade persons from attempting to engage the Police in such practices; and
- ❖ Augment the Anti-Corruption & Financial Crime Units



### 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; and
- ❖ 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; and
- ❖ Improved crime prevention capabilities.

### LEAD RESPONSIBILITY

- Uniform Operations
- Crime Management
- Grand Bahama & Northern Bahamas
- Family Island District
- Strategic Policy, Planning & Research Branch
- Operational Support
- National Crime Prevention Office

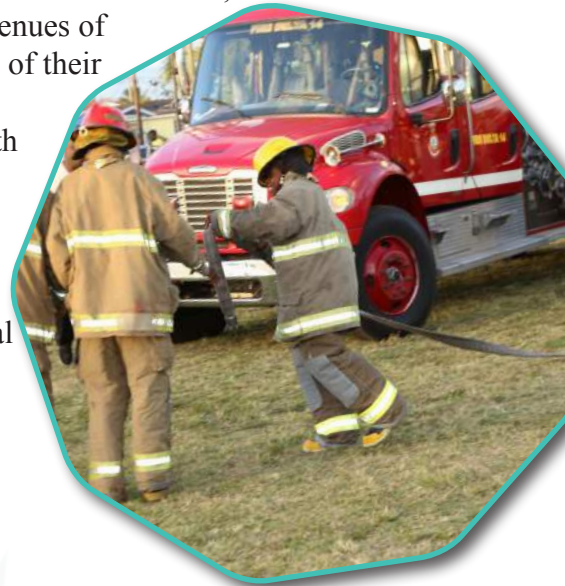


# COMMISSIONER'S Policing Plan 2019

## PRIORITY TWO: PUBLIC AND ROAD SAFETY

We will work to keep the community safe by the identification of and early intervention in incidents that foster disorder and fear.

- ❖ 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 archipelago and align them with the national standards for fire brigades;
- ❖ Conduct fire inspections of public facilities, hotels, schools, entertainment centres and bars;
- ❖ Ensure that Officers' use of force are always in line with Force policies 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; and
- ❖ 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; and
- ❖ Increased public support.

### EXPECTED OUTCOMES:

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

### LEAD RESPONSIBILITY

Uniform Operations  
 Operational Support Services  
 Communications Branch  
 Licensing Section  
 Family Island District  
 Public Safety  
 National Crime Prevention Office  
 Grand Bahama &  
 Northern Bahamas  
 Family Island District



# COMMISSIONER'S Policing Plan 2019

## ROAD SAFETY

Traffic fatalities increased by 28 percent in 2018, while overall accidents continue to increase due to negligence and excessive speeding by drivers. We will continue working to ensure that all road users enjoy a safe and law abiding environment.

### WE WILL:

- ❖ Enforce the Road Traffic Act and its Regulations;
- ❖ Increase the number of speaking engagements on road safety at schools and other public forums;
- ❖ Collaborate with owners of driving schools to ensure that there is more emphasis on safety components in the curriculum;
- ❖ Deploy Officers at strategic checkpoints and other problematic locations at peak times;
- ❖ Use Close Circuit Television (CCTV) to monitor major intersections;
- ❖ Issue Fixed Penalty Notices in New Providence, Grand Bahama and the Family Islands;
- ❖ Apply CCTV technology and other measures to reduce the time taken to investigate traffic matters;
- ❖ Deploy more motorcycles to increase police visibility;
- ❖ Introduce New speed detection technology; and
- ❖ Increase the use of the speed gun to enforce the speed limits.

### KEY PERFORMANCE INDICATORS:

- ❖ Number of persons attending speaking engagements to promote road safety;
- ❖ Number of fixed penalty notices issued; and
- ❖ Number of accident reports completed in a timely manner.

### EXPECTED OUTCOMES:

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

#### LEAD RESPONSIBILITY

Uniform Operations  
Public Safety  
Communications &  
Technology  
Licensing Section  
Grand Bahama &  
Northern Bahamas  
Family Island District  
National Crime Prevention Office



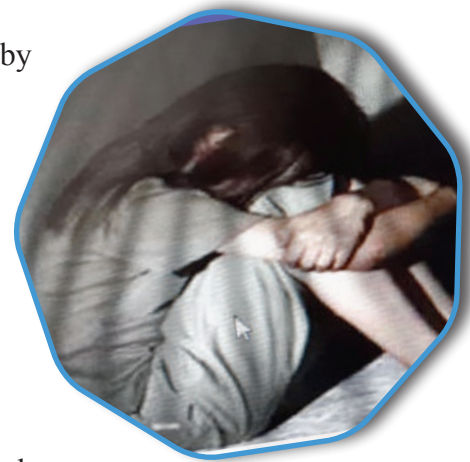
# COMMISSIONER'S Policing Plan 2019

## PRIORITY THREE: PREVENTION AND REDUCTION OF SEXUAL EXPLOITATION AND ABUSE

We will support and empower at-risk vulnerable and marginalized people and victims of sexual exploitation and/or abuse to minimize the risk and reduce victimization thereby ensuring public safety and well-being.

### WE WILL:

- ❖ Develop a “victim focused” approach in all Bahamian communities and institutions of learning;
- ❖ Establish community partnerships so as to work collaboratively thereby creating support networks, harm reduction programmes, education/awareness campaigns and prevention models;
- ❖ Develop more responsive methods so as to meet the needs of all persons who may become victims or potential victims of sexual exploitation and/or abuse;
- ❖ Focus on crime hot spots and repeat offenders;
- ❖ Work with other law enforcement agencies and the community to strengthen sexual exploitation and abuse awareness and prevention;
- ❖ Engage in operations in partnership with tips, that will disrupt trafficking in persons and other sexually related criminal activities;
- ❖ Pay special attention to ‘at risk’ youth and vulnerable populations;
- ❖ Strengthen Officers’ knowledge and skills on sexual exploitation and abuse through intentional and ongoing training;
- ❖ Employ appropriate technology and forensic science capabilities to solve such cases more expediently;
- ❖ Promote sexual exploitation awareness among existing neighbourhood watch groups; and
- ❖ Use social media to educate residents through innovative public precautionary tips.



### KEY PERFORMANCE INDICATORS:

- ❖ Decreases in sexual exploitation crimes and abuse against persons;
- ❖ Increases in informational tips from the public to solve and/or prevent sexual exploitation and abuse crimes; and
- ❖ Generate greater awareness among members of the public on sexual exploitation and abuse.

### EXPECTED OUTCOMES:

- ❖ Safer communities;
- ❖ Increased economic activities;
- ❖ Greater participation in sexual exploitation and abuse prevention exercises by all stakeholders; and
- ❖ Increased conviction rates.



### LEAD RESPONSIBILITY

- Uniform Operations
- National Crime Prevention Office
- Crime Management
- Grand Bahama & Northern Bahamas
- Family Island District



# COMMISSIONER'S Policing Plan 2019

## PRIORITY FOUR: INTERACTION WITH YOUTH, YOUNG ADULTS AND ALL SECTORS OF SOCIETY

Interaction with all sectors of society inclusive of youth, young adults, community leaders, neighbourhood watch groups and other stakeholders is essential to successful policing partnerships. Moreover, crime figures indicate that crimes against persons mostly affect our youth and young adults. We remain committed to protecting youth and young adults from being victims and perpetrators of crime. We will continue to build healthy relationships and create opportunities for positive youth engagements with a view of reducing youth related crimes.

### WE WILL:

- ❖ Institute Police-Public Interaction Day where three days a year will be assigned for the Commissioner, the Senior Executive Leadership Team, Commanders and Senior Leaders to interact with the community. During this time the public can share ideas and discuss matters concerning creating safer communities. This will be done simultaneously throughout New Providence, Grand Bahama, the Northern Bahamas and the Family Islands;
- ❖ Strengthen our relationship with the Ministry of Education and all private schools to promote safe and crime free school zones;
- ❖ Heighten our Community Policing Programme and encourage Divisional Commanders to foster a greater working relationship with schools, Parents Teachers Associations (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 young adults for the youth;
- ❖ Build the capacity of the Police Youth Summer Programmes and Community Bands
- ❖ Increase the efforts of the National Crime Prevention Office (NCPO) which offers conflict resolution and other anti-crime messages and training;
- ❖ Establish a tracking system where NCPO and School Liaison Officers can monitor youth offenders within the school and justice system;
- ❖ Increase the number of School Liaison Officers;
- ❖ Improve our ability to provide crime prevention education programmes in our schools;
- ❖ Enhance the Police Cadet Programme to include a cadet band; and
- ❖ Increase the RBPF participation in career fairs.

### LEAD RESPONSIBILITY

Uniform Operations  
National Crime  
Prevention Office  
Crime Management  
Grand Bahama &  
Northern Bahamas  
Family Island District

# COMMISSIONER'S Policing Plan 2019

## 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; and  
Continue victim support for children and families impacted by crime.

### KEY PERFORMANCE INDICATORS

- ❖ Reduction in youth offences; and
- ❖ Increased school visits and lectures.

### EXPECTED OUTCOMES

- ❖ Reduction of juveniles involved in crime;
- ❖ Improved school safety; and
- ❖ Positive feedback from teachers, parents and social organizations.





# COMMISSIONER'S Policing Plan 2019

## PRIORITY FIVE: OPTIMIZATION OF TECHNOLOGY

Technology is interwoven in today's world. The use of progressive technology plays an essential role in effective policing. We have implemented the use of cutting edge technology and equipment to maximize police efficiency and accountability. Our use of technology aligns with international standards.

### WE WILL:

- ❖ Acquire the Body Worn Camera (BWC) within the current year;
- ❖ Create a policy for the Body Worn Camera (BWC);
- ❖ Implement the shot spotter technology;
- ❖ Create a policy for shot spotter technology;
- ❖ Construct a 'real time' crime centre (control room);
- ❖ 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; and
- ❖ Continue acquisition of innovative and effective information and communications technology.

### KEY PERFORMANCE INDICATORS

- ❖ Effective use of time and resources in dealing with the public;
- ❖ Adhering to policies that govern performance; and
- ❖ Improved investigative techniques.

### EXPECTED OUTCOMES

- ❖ Increased accountability of Police Patrol Officers; and
- ❖ Improvement in investigation of incidents.

**LEAD RESPONSIBILITY**

Uniform Operations  
 National Crime Prevention Office  
 Crime Management  
 Grand Bahama & Northern Bahamas  
 Family Island District



# COMMISSIONER'S Policing Plan 2019

## PRIORITY SIX: PROFESSIONALIZATION OF SERVICES

The greatest asset of the RBPF is its people whom are passionate, committed to serving our country and making our communities safer. In accordance, our aim is to make the organization a better place to work by affording Officers opportunities to increase their knowledge and skills through professional development.

While the Police Training College sits at the helm of our professional development programmes, the Police Force has established a Memorandum of Understanding with the University of The Bahamas and Memorandum of Cooperation with Georgia State University. In partnership, the organization hopes to provide its Officers with new perspectives and ideas; perceived objectivity and validity; resources; improved policies and procedures; community relations; and overall improved public safety.



### EDUCATION

#### WE WILL:

- ❖ Screen and recruit the best applicants for the RBPF in line with staffing requirements;
- ❖ Increase the number and skill set of faculty for year round training and retraining of Officers of all ranks;
- ❖ Continue to provide training for law enforcement partners locally and regionally;
- ❖ Remodel the Police Training College to include smart classroom technology;
- ❖ 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; and
- ❖ Work with the University of The Bahamas and other international law enforcement organizations to build the Police College's capacity in course content, professional skills building, testing and faculty development.



### KEY PERFORMANCE INDICATORS

- ❖ Increased number of professional certified and trained Officers throughout all ranks;
- ❖ Increased number of professional seminars and courses locally; and
- ❖ Increased number of Officers who successfully complete international courses and certifications.





# COMMISSIONER'S Policing Plan 2019

## EXPECTED OUTCOMES

- ❖ Better trained Officers;
- ❖ Higher prevention and detention rate; and
- ❖ Increased productivity.

## WELLNESS & SAFETY

### WE WILL:

- ❖ Implement a 'Get Fit Programme' to improve the overall health and wellness of Officers;
- ❖ Encourage Officers to use the newly renovated Police gymnasium;
- ❖ Provide increased opportunities for mental health support for Officers and civilian staff; and
- ❖ Create a Health and Safety Policy.



## KEY PERFORMANCE INDICATORS

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

## 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 more timely internal investigations;
- ❖ Ensure that investigations of Police complaints by the public are completed within the shortest time frame; and
- ❖ Ensure that Officers always execute their duties in a professional manner.

## EXPECTED OUTCOME

- ❖ A healthier and more productive workforce.

### LEAD RESPONSIBILITY

Police Headquarters  
Police Training College  
Inspection & Review  
Complaints & Corruption Branch  
Strategic Policy Planning  
& Research Branch  
Operational Support  
Grand Bahama  
& Northern Bahamas  
Family Island District



# COMMISSIONER'S Policing Plan 2019

## PRIORITY SEVEN: 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;
- ❖ Improve the Human Resources Department to be better able to meet the needs of a 21<sup>st</sup> century law enforcement organization; Ensure prudent management of resources; and
- ❖ Ensure that Officers are properly outfitted for duty.



### KEY PERFORMANCE INDICATORS

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

### EXPECTED OUTCOMES

- ❖ Increase in productivity;
- ❖ Ensure timely renovations;
- ❖ Reduced wastage in electricity and stationery; and Maintenance of Force Garage and Police Headquarters.

#### LEAD RESPONSIBILITY

- Financial Services
- Maintenance Section
- Force Garage
- Police Headquarters

# COMMISSIONER'S Policing Plan 2019

## POLICING WITH PURPOSE





# COMMISSIONER'S Policing Plan **2019**

## NOTES





# COMMISSIONER'S Policing Plan **2019**



## 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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**The Royal Bahamas Police Force**

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