

Foreword by Commissioner of Police

I am pleased to present the policing plan of the Royal Bahamas Police Force (RBPF) for the Calendar year 2011. This plan incorporates inputs from our communities and from the men and women of the Royal Bahamas Police Force who are on the sharp end of policing daily. Of equal importance is the fact that it includes the views and inputs of members of my Executive Management Team and Senior Officers force wide, who are expected to deliver this plan in 2011. I am satisfied that we have a meaningful plan which will produce good results in 2011. It must be noted that Operation Rapid Strike, Operation Restore, Operation Invader, and similar initiatives, which have already been launched, are offsprings of this 2011 policing plan. In the weeks and months ahead, many new and exciting programs will be launched by The Royal Bahamas Police Force.

2010 was a year filled with crime challenges. We saw a proliferation of murders in our country and received far too many reports of shootings, stabbings, breakings, stealing, disturbances and a wide variety of other complaints. Despite the high volume of crime complaints, our officers performed admirably. Not only did they respond to criminal complaints but also calls for services which were not directly related to crime at all.

Despite the challenges of 2010, we will continue to be firm and resolute in our actions to pursue and arrest prolific offenders and persons found in possession of illegal firearms, ammunition, and drugs. We will launch policing and crime prevention initiatives to target all categories of crimes. We will continue to build capacity in our Selective Enforcement Teams and on policing divisions and we will continue to direct the efforts of the Firearms Tracing and Investigations Unit (FTIU) at CDU in an effort to enhance its efficiency and effectiveness.

We launched many operations in 2010 and we executed thousands of search warrants. These efforts paid good dividends therefore; we will continue similar efforts in 2011 as we focus on persons who commit crimes and cause fear in society. I believe that it is appropriate here for me to renew my call for our people to put down illegal weapons and to desist from a life of crime. I therefore, call upon all well-meaning citizens to stand with us as we recommit to making our communities safe places to live, work, visit and play.

I wish to recognize the outstanding contributions of the employees of the RBPF in 2010 and I want to again publicly offer our thanks and appreciations for the sacrifices that they have made. We firmly believe that the majority of our officers are decent, upstanding, honest, and industrious Bahamians who are committed in the service of the citizens of this country. We will, therefore, encourage them to maintain their commitment to deliver Care, Respect, and Trust to all of our people. However, while I pay homage to our people (all employees of the Force), I must also note that we have among us some persons who have not remained true to their oath of office and who brought the good name of the RBPF into disrepute in 2010. Where we identified such persons, our actions were firm and decisive. In 2011, we will redouble our efforts to curb unprofessional police behavior and we will be more proactive in dealing with this very important aspect of policing which has the potential to undermine public confidence in the Police.

This document, like the plan last year, 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 2011. It will be the standard by which we will judge our successes in early 2012. We maintain this integrated approach because we need all of our people working in tandem to deliver the best results for our country.

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

1. Reducing Crimes.
2. Enhancing Public Safety.
3. Positively Engaging our Young People
4. Better Traffic Management.
5. Protecting our Borders.

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 2011, we will continue to move much closer to achieving our mission of “working together for a safer Bahamas”



Ellison E. Greenslade, QPM, MBA
Commissioner of Police
Royal Bahamas Police Force

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 safer 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.”

INTRODUCTION

In 2010, overall, crimes against property increased by 14%. This increase was influenced by increases in Housebreaking, Stealing, Stealing from a vehicle, and stealing of vehicles which posted increases of 16%, 22%, 41% and 11% respectively. Based upon our investigations, we are of the firm belief that the opportunities for jewelry to be traded quickly for cash and also a ready market in our local communities for stolen property are two of the main reasons that we were so challenged by these types of property crimes in 2010. .

In 2010, serious crimes against the person decreased by 2%. This decrease was influenced by decreases in rapes that were down by 29% followed closely by unlawful sexual intercourse and attempted rape which posted decreases of 28% and 15% respectively. Notwithstanding the overall decrease in serious crimes against the person in 2010, the record number of 94 murders eclipsed the positive contributions made by officers who worked very hard to prevent the escalation of serious crimes against the person.

The 94 murders in 2010 represents an increase of 9 murders over the figure of 86 which were recorded in 2009. Due to the outstanding work by police officers and detectives, 89 persons were arrested and charged for murders committed in 2010. The detection for murders committed in 2010 now stands at 70% (66 murders solved) and I hasten to point out that the percentage is improving as we continue to solve cases from 2010.

We recognize 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, and lack of job and life skills. There is a need, therefore, in addition to enforcement efforts by the police, 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 holistic approach which requires working in partnership with the Government of The Bahamas, other Law Enforcement Agencies, the Church, Public Sector 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 clearly understand that the Royal Bahamas Police Force cannot solve the crime problems of 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.
- 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 about 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.
- Well mannered and respectable
- Well behaved on and off duty

Most importantly, we recognize that we have a tremendous amount of work to do to rebuild public confidence in The Royal Bahamas Police Force. Our good reputation was tarnished in 2010, and earlier years, by a few rogue officers who ran afoul of the law and brought discredit to us. This undermined public confidence and negated potential benefits of public partnership and cooperation which is vitally necessary in the fight against crime. We will, notwithstanding, continue to solicit the support of our partners in public safety, and the general public, to achieve our objectives for 2011.

Priority 1

REDUCING CRIMES

We are of the firm belief that consistent, dedicated efforts must continue to target and arrest persons who are committing crimes in our communities. The vast majority of these persons are referred to as prolific offenders because they commit crimes frequently and are unswerving, from all indications, to a life of crime. Many of them are unemployed and seem to have great difficulty finding a job.

We also believe that it is important to enforce the law in respect of all crimes as many crimes which are regarded as minor have the potential to lead to more serious crimes if ignored or left unchallenged. Minor crime is characterized by disorder and is manifested by the dereliction and vandalism observed in many of our communities. These crimes, which signal disorder in communities, are referred to as quality of life offences and they cause untold stress and fear.

Therefore, we will:

1. Target offenders who commit 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.
2. Deploy Intelligence Led policing initiatives to target and arrest prolific offenders and others who commit crimes.
3. Launch specific crime interdiction operations by teams of officers led by Senior Officers of at least the rank of Superintendent.
4. Continue operations to target and interdict illegal firearms, dangerous drugs, and various organized criminal activities.
5. Increase the number of officers assigned to investigations in various specialist areas of the Force who are required to deal with serious crimes such as, murders, grievous harm, shootings, stabbings, armed robberies, rape and property crimes.
6. Provide seminars and refresher training courses for detectives and officers assigned to specialist areas in support of option 1 above.
7. Improve the effective supervision and management of investigation case files.
8. Ensure the immediate entry and update of case files on the AS/400 Computer to facilitate more efficiency in the supervision and management of cases. This is critical to support the Integrated Justice System of The Bahamas.
9. Follow-up with victims of crime and provide updates at various stages of the investigations (Victim Care).
10. Continue to 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.
11. Continue to 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).
12. Upgrade the police Information Technology platform and acquire collaborative business tools to enhance efficiency.
13. Support the implementation of an Integrated Justice Solution to improve networking and efficiency between key sectors of the justice system in The Bahamas.
14. Upgrade the Police Communications Systems to better manage calls for service and deploy emergency, medical, and police personnel.
15. Improve case file preparation to reduce the time between arrest and prosecution (especially for gun crimes, serious harm, and similar offences).
16. 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.
17. Encourage the use of data mining and analytical tools (COGNOS and I2) which will ensure informed decision making in the deployment of police resources.
18. Make crime data available to academic researchers for analysis (COB, tertiary institutions).
19. Share crime information with Bahamian law enforcement agencies and other partners who play a role in assisting or supporting law enforcement efforts.
20. Work to develop a juvenile liaison scheme which will allow Police Officers to work with at risk youth, upon their initial contact with law enforcement, as opposed to charging them before the Courts for various minor offences.
21. Continue to support and assist the Courts with offender pre-sentencing reports.
22. Foster a closer working relationship with Her Majesty's Prison and the administrators of rehabilitative programs in the management and reintegration of ex-offenders.
23. Continue to support and assist with the implementation of Electronic Monitoring (EM).
24. Continue to support and assist with the implementation of CCTV.
25. Advocate for continued drug and mental health treatment programs at HMP and other detention facilities in The Bahamas
26. Continue to partner with public safety agencies and other stakeholders in support of offender management and offender re-entry programs.

Priority 2

ENHANCING PUBLIC SAFETY

We recognize the rights of our citizens, residents, and visitors to our Country, to enjoy the daily pursuits of life free of intimidation, threats, harm, and fear from crime. Therefore, greater efforts will be expended to improve public safety in communities all across The Bahamas and reduce crime and the fear of crime.

We understand the importance of education and awareness in the fight against crime and we also recognize the need to educate both the public and potential offenders about the consequences of a life of crime. Therefore, citizens will be encouraged to consider design concepts that will improve security by target hardening their properties along with a variety of other crime prevention initiatives.

The largest category of crimes in The Bahamas are 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.

Therefore we will:

1. Give greater focus to crime prevention and launch crime prevention initiatives that will, hopefully, prevent crimes from happening in the first place.
2. Work more closely with our communities to encourage community involvement in the prevention and detection of crime. This will involve continued support for Neighborhood Watch groups and the formation of new groups.
3. Further support and enhance the capacity of the Force' National Crime Prevention Office (NCPO) in recognition of the vital role it plays in crime prevention.
4. Continue to deploy officers to the front lines so as to give greater police visibility and provide real evidence that the police are available to interdict crimes and to protect citizens.
5. Continue to recruit police officers and deploy them to front line policing upon graduation.
6. Continue the Cadet program and seek to increase the numbers available for recruitment into the Force annually.
7. Launch a Cadet program in Grand Bahama.
8. 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.
9. Continuously assess police establishment and strength figures and recruit more police officers, where required, to keep pace with population growth.
10. 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.
11. 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.
12. 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.
13. Enhance police visibility in the communities by outfitting selected officers with department approved "high visibility safety vests".
14. Continue 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.
15. 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). This will include the use of text messaging and similar technological interfaces to allow members of the public to report crimes to the police.
16. Encourage members of the public to make full use of our crime stoppers hotline.
17. Inform potential offenders about the consequences of a life of crime and sensitize them to the harm that crime causes to entire communities.
18. Develop a pro-active and effective publicity and advertising campaign to heighten awareness among our people about the ill effects of crime.
19. 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.
20. Encourage the public to embrace 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.
21. Encourage the continued deployment of CCTV in the downtown core to protect our tourism product.
22. Introduce CCTV in all of the Divisional Police Stations in New Providence and Grand Bahama to improve officer safety and custody suite management.
23. Discourage unsavory characters from loitering around liquor license premises and place the onus on licensees to operate within the confines of the licenses granted.
24. 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.
25. Focus on traffic infractions such as tinted vehicles windows, non-wearing of seat belts, adapted mufflers (noise), obscured license plates, fraudulent use of license plates, and driving without valid driver's license and Insurance.
26. Enforce the laws governing loud music, and the sale of alcohol to minors.
27. 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.
28. Refuse permits to promoters of outdoor concerts who indiscriminately create distress to communities and fuel social strife.
29. Target illegal roadside garages and prosecute offenders.

30. Work with the Department of Environmental Health to target and remove abandoned vehicles on streets and on vacant lots.
31. Work with communities to clean up overgrown properties and raze derelict and abandoned buildings.
32. Pay special attention to environmental health issues, pollution, indiscriminate dumping and similar offences.
33. Target persons who drink alcoholic beverages and drive while intoxicated or otherwise impaired.
34. Target speeders and heavy duty vehicles that traverse our streets with insecure loads.

Priority 3

POSITIVELY ENGAGING OUR YOUNG PEOPLE

We understand the need to provide opportunities for young people to positively express themselves in a variety of ways. This being said, we are committed to working with Government, non-Governmental Organizations (NGO's), and the wider community to facilitate programs which will engage our young people and allow them to contribute nation building in positive ways. Therefore, continued, focused attention will be paid to the youth of our nation by Police Officers.

We are aware that many of our young people are 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 hence, we must engage with the communities of The Bahamas to provide the greatest measure of support for our children and young adults.

Therefore we will:

1. Continue our Summer Youth Program (SYP) and seek support from corporate Bahamas to increase the duration of the program to six (6) weeks. We have consistently been told that the program, in its current format, is much too short and that consideration should be given to working throughout the school summer break.
2. Seek to establish a Community Support Fund (CSF) to offset the cost of the police summer youth program and to fund a myriad of initiatives which we manage over the course of the year in full support of our children.
3. Continue to support our community crime prevention bands (CCPB) and form new bands in communities where they do not now exist. This will be national in scope so as to include Grand Bahama and the Family Islands.
4. Establish sports programs which will take advantage of the infrastructure that we now have in place at Police Divisions throughout The Bahamas.
5. Launch a Ride with Pride (RWP) program to support young bicyclists during weekends and summer breaks. This will be done in collaboration with the relevant Government and private sporting organizations.
6. Continue to support Freedom Farm Baseball Program
7. Dedicate resources to support the Bahamas Football Associations' efforts to engage young people in communities across the Bahamas in their quest for healthier lifestyles and positive youth engagement.
8. Continue support for "we the people" in their efforts to engage our young people in wholesome activities while providing them meaningful and positive life skills.
9. Support communities and groups who seek to improve and beautify neighborhoods as this supports our Community Policing Through Environmental Design (CPTED) initiative.
10. Continue our support for Bahamas Against Crime, LEAD, PACE, Teen Challenge, Great Commissions Ministries, Simpson Penn School for Boys and Girls, and other legitimate organizations who are working to make our communities safer.
11. Continue to work with the Christian Council of The Bahamas and the Churches to encourage counseling and support services for children who have been exposed to serious crimes committed in their homes, schools, and communities. This support should extend to the provision of victim support services for families and children who have been directly injured as a result of crime.
12. Facilitate counseling and support for children whose parents, guardians, and relatives are arrested and incarcerated for the commission of a crime.
13. Encourage Divisional Commanders to build close relationships with all schools in their policing areas.
14. Launch the "adopt a school program" partnership with the Ministry of Education.
15. Work with the Ministry of Education to design and deliver conflict resolution and anger management seminars for all schools.
16. Continue anti-drugs awareness education in all schools in collaboration with National Anti-Drug Secretariat.
17. Introduce School Liaison Officers in all schools in New Providence, Grand Bahama, and the Family Islands.
18. Work closely with the Ministry of Education and all schools to educate students and young people about crime, personal safety, and conflict resolution.
19. Consider the consistent hosting of career fairs at the College of The Bahamas, and other tertiary institutions and in all Secondary and senior schools in The Bahamas.

Priority 4

BETTER TRAFFIC MANAGEMENT

We believe that the level of lawlessness in our community is manifested by the commission of traffic infractions by a wide cross section of our citizens, on our streets, on a daily basis. Further, we have seen evidence of road rage and behaviors, by road users, which have translated in crimes of a very serious nature.

Therefore we will:

1. Continue to deploy police officers to busy intersections, junctions and high traffic areas where traffic violations are committed with frequency.
2. Maintain, and where possible, increase the number of police motorcyclists for patrols of the streets of New Providence, Grand Bahama and the Family Islands
3. Deploy dedicated accident prevention and investigation units in New Providence and Grand Bahama.
4. Improve publicity, in conjunction with the Road Traffic Department, to prevent traffic accidents and traffic infractions.
5. Enforce the Road Traffic Act and its regulations.
6. Reduce the high number of fatalities by prevention advice, targeting of speeders, focusing on people who drink and drive, and interdiction of persons who do not fasten their seat belts while in a moving vehicle.
7. Improving Road Safety by the encouragement of Road engineering in conjunction with the Road Traffic Department and other relevant agencies.
8. Provide safety advice to vehicle owners, operators, and other road users such as pedestrians.

Priority 5

PROTECTING OUR BORDERS

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.

Therefore we will:

1. Continue to enhance the capacity of our Marine Support Services Branch (MSSB) in New Providence and provide resources and support to Marine Support Services Units (MSSU) in Grand Bahama and the Family Islands.
2. Purchase additional assets to improve the efficiency and effectiveness of our marine interdiction efforts.
3. Build capacity in the Security and Intelligence Branch and the Criminal Intelligence Branch.
4. Launch an International Policing Branch.
5. Further develop the Anti-Terrorism Unit and the Explosive Ordinance Detection Section.
6. Strengthen our relationships with Heads of Other Law Enforcement Agencies (HONLEA).
7. Strengthen our relationships with regional and international partners.
8. Further develop our Air Support Services Branch.
9. Strengthen travel control protocols and encourage target hardening at major ports of entry (Air and Sea).
10. Maintain and improve our membership status with Interpol.
11. Continue to build on the existing positive relationships that we have cultivated with our international law enforcement partners and explore new ways of improving.
12. Continue to support our regional law enforcement partners by full participation in the Association of Caribbean Commissioners of Police (ACCP) and other regional bodies.
13. Continue our participation in the meetings of the International Association of Chiefs of Police (IACP).
14. Seek associate membership with the Canadian Association of Chiefs of Police (CACP).
15. Continue our participation and membership in the National Organization of Black Law Enforcement Officials (NOBLE).

16. Continue our participation and seek membership in the Association of Public Safety Communications Officials (APCO).
17. 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.
18. Continue to build relationships with Family Island Administrators and Local Government officials to enhance law enforcement efforts.
19. Review and implement obligations mandated by the United Nations Convention on Transnational Organized Crimes (TNO), Trafficking in Illegal Firearms, Human Trafficking and other critical conventions.

DELIVERING THE PLAN

We know that we must depend on the men and women of The Royal Bahamas Police Force to make their best contributions every day if we are to deliver the benefits of this plan to members of the public. We also recognize that all members of the Force must share this vision for policing in 2011 and that leaders, managers and supervisors will have to actively engage in this process and demonstrate effective leadership if we are to achieve success.

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:

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

Well Trained

A continued review of the training curriculum of the Police Training College (PTC) will be undertaken in 2011 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 there be any reservations in assigning them the requisite tools to properly discharge their duties.

What we will do:

1. Continue the delivery of refresher courses and short seminars at the Police Training College to better equip employees to perform their duties.
2. Conduct management courses for mid-level supervisors.
3. Acquaint employees with the New Police Force Act 2009 and other relevant legislations.
4. Provide cultural diversity along with sensitivity training and customer care seminars for all employees.
5. Accept offers for our people to continue to participate in training offered by local, regional, and international partners.
6. 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.
7. 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 2011.
8. 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 2011, 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:

1. 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.
2. Continue to provide officers with standardized equipment and duty gear (weapons, ammunition, holsters, duty belts, handcuffs and cases, personal radio holders, high visibility safety vests).
3. 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.
4. Continue the program to outfit all police officers with bullet proof vests (soft body armor).
5. Improve the equipment packages for police vehicles and consider enhanced configuration options (sirens, lights, weapons, in-car partition, safety gear, etc).
6. 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:

1. Upon graduation from the PTC, deploy police officers to perform front line operational police duties at Divisional Police Stations.
2. 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.
3. Continue probationary training for new recruits.
4. Provide opportunities for all officers to rotate between New Providence, Grand Bahama, and the Family Islands.
5. Consider specialist appointments once officers have completed the minimum required postings to uniform Divisions and ensure the “best job fit”.
6. 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.
7. Subsequent to specialist training, consider job fit so that the investments in training are 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:

1. Honor our rich legacy and ensure that all officers are reminded of the significant contributions made by policing pioneers over the course of our 170 year history.
2. Provide training seminars to sensitize employees to the concepts of care, respect, and trust.
3. Encourage employees to cultivate other dimensions of their lives so as not to confine their activities strictly to police work (work-life-balance).
4. Encourage travel and exposure so that officers benefit from experiential learning.
5. Encourage officers to participate in reputable service clubs and programs geared toward providing service to members of the community.
6. Improve the operations of the Employee Assistance Program Office (EAPO) to amalgamate services required by our employees during times of illness, death, and conflicts.
7. 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.
8. Recognize all of our people during retirement and allow them to leave with the greatest measure of dignity and pride.

Well Led

Our people deserve and require effective leadership; leadership that inspires and nurtures. Therefore, supervisors and managers will be encouraged to model effective leadership. They will be required to lead by example and should endeavor to inspire others around them. Police leaders must make their best contributions each day. We believe that effective leadership delivers good results through highly motivated and fully engaged employees. Effective leadership, in the policing arena, contributes to safer and secure communities.

What we will do:

1. Provide leadership seminars for all employees.
2. Provide leadership training for supervisors and managers.
3. Provide job opportunities for employees to demonstrate their leadership skills.
4. Encourage supervisors and senior managers to model effective leadership behaviors.
5. Reward good and effective leadership and seek to discourage ineffective leadership.

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:

1. 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.
2. 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.
3. Develop a media strategy to ensure balanced reporting of crime and crime reduction information.

4. 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.
5. Develop and launch a Crime Reduction Website.

We are of the firm belief that if we demonstrate Care, Respect, and Trust for our people they will be inspired to follow our vision for a safer Bahamas and will make their best contributions at all times because they themselves will embrace Care, Respect, and Trust for the communities they are sworn to serve.

Well mannered and respectable

We expect and demand that our people demonstrate good manners and respect for their colleagues and for members of the public. This, we feel, is very important if we are to have any chance of rebuilding the confidence and trust of the people we are sworn to serve.

What we will do:

1. Provide training seminars for all employees to sensitize them to the importance of being well mannered and respectable at all times.
2. Encourage Managers and Supervisors to monitor employees to ensure that these important attributes are cultivated on a daily basis.
3. Encourage supervisors and senior managers to model effective leadership behaviors.

Well behaved on and off duty

The Police Force Act 2009 reminds all police officers that they are “never off duty” when called so to act. This indicates the importance of police officers conducting themselves in ways that are exemplary and which bring credit to themselves and to members of the public whether on or off duty. We believe that the behavior of a police officer must always be of the highest professional and ethical standard so as to engender public confidence and trust.

What we will do:

1. Provide training seminars for all employees to sensitize them to the importance of consistent good behavior on or off duty.
2. Encourage Managers and Supervisors to monitor employees to ensure that these important attributes are cultivated on a daily basis.
3. Encourage members of the public to report police behavior which is inconsistent with good professional conduct and the highest ethical standards.
4. Discipline officers who are in breach of our code of conduct and force policies relative to professional conduct and ethics.

FINANCIAL CONSIDERATIONS

As with last year’s plan, many of the initiatives in this policing plan has cost implications. Many of these costs will be included in the 2011/2012 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 2011. Apart for these considerations, the RBPF is already benefiting from an infusion of capital to the tune of 8.5 million dollars to support law enforcement efforts. In addition the United States Government, as a part of the Caribbean Basin Security Initiative (CBSI) has earmarked in excess of one (1) million dollars to support illegal drugs interdiction efforts, community policing programs, and public safety initiatives generally.

HUMAN RESOURCES CONSIDERATION

The Royal Bahamas Police Force has an employee base of just in excess of 2,800 sworn officers. Three squads, comprising ninety (90) Police Officers, are currently in training (two squads in New Providence and One in Grand Bahama). During the latter part of 2011, a Fire Squad will be recruited for New Providence and the Cadets program will see an infusion of additional Cadets. Efforts will also 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 allow us to determine how the policing priorities for 2011 are being realized. Divisional Commanders will be required to continue the production of monthly productivity reports to demonstrate how they are meeting the performance targets of this policing plan. In addition, the officer in charge of Strategic Policy and Planning Branch (SPPB) will be required to produce weekly, monthly, quarterly, and annual statistical reports.

In early 2012, 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 2011 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 (White Collar Crimes)

APPENDIX "B"

Communicating the Vision Uniformly Throughout the Organization

