



Commissioner's *Policing Plan*

2015



ROYAL BAHAMAS POLICE FORCE

Working Together For a Safer Bahamas

Royal Bahamas Police Force

Our Vision:

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

Our Mission:

Working together for a safer Bahamas.

Our Mandate (In Law):

- Maintenance of Law and Order
- Preservation of the peace
- Prevention and Detection of Crime
- Apprehension of Offenders
- Enforcement of Laws

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.”

RBPF Statement of Common Purpose and Values

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

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

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



Foreword

In accordance with the provisions of Section 9 of the Police Act 2009, I am pleased to present the Policing Plan for the Royal Bahamas Police Force (RBPF) for 2015. The plan sets out the policing strategies for The Bahamas and includes the Force's priorities for the year together with proposals for the broad allocation of resources to meet both the Force's objectives and performance targets.

In drawing up the Policing Plan for 2015, I have taken account of the policies and views of the Government and I have also taken into account views and proposals from my officers and the concerns of the general public.

In revising this Policing Plan, I have taken into account those initiatives and activities which have had a positive impact on successful policing during 2014. This plan delivered exceptionally good results in 2014 and many of the initiatives launched are continuing to produce benefits. Therefore, many of the strategic objectives and allied actions are being retained in this 2015 policing plan.

Although almost every category of serious crime during 2014 showed double digit reductions, there remains a high level of public concern over the high number of murders and shootings on the streets of New Providence. This has caused significant fear in communities and has negatively impacted the quality of life of citizens and residents alike. Therefore, the reduction of crime and the reduction in the fear of crime remain the principal priority for this year and this is reflected in my proposals for using and deploying available resources with maximum effectiveness.

I am also concerned that the present high levels of crime are a reflection of a failure of society to ensure that all young people can develop in a climate which demonstrates Christian values, respect for authority and the rule of law. To this end, I intend as a priority to focus on the development of young people and to utilise police resources to develop school and community programs so that the police are seen as an integral part of the community they serve. The youth of today are the citizens of tomorrow and we need to work with them and assist them to overcome the social challenges in their young lives.

I am also conscious of public concern over the manner in which a minority of officers abuse their authority or perform their duties in an unprofessional way. I will, along with my Senior Executive Leadership Team (SELT), continue to monitor complaints and will continue to take fair, firm, and decisive actions where there are grounds to discipline rogue officers and other members of the Force. We recognize that the police cannot work in isolation and that we require the support of the communities we serve to be successful. Therefore, restoring and maintaining public confidence and trust remains a high priority for the Force in 2015.

Notwithstanding the decreases in major crime in 2014, the current levels of crime are not only unacceptable but can have far-reaching implications for our tourism industry. Although the risk of tourists becoming victims of

crime is low because of our proactive Tourism policing initiatives, the perception is otherwise hence special emphasis will be given to high visibility policing in those areas of The Bahamas frequented by tourists. To this end, the police will work with the Ministry of Tourism, the cruise line industry, and other agencies to provide a safe and secure environment.

A further priority during 2015 is to manage our resources more effectively. The high cost of policing must be matched by a high level of efficiency in relation to fiscal management. Every aspect of police expenditure will be reviewed to ensure that the service gives value for money and that economic restraint is widely practiced and that wasteful and unproductive practices are identified and eliminated.

The policing priorities for 2015 will, therefore, remain:

1. The prevention and detection of crime.
2. Reducing the fear of crime.
3. Restoring and maintaining public trust and confidence.
4. The safety and security of the public.
5. Working with Young People.
6. The protection of the tourist industry.
7. The efficient management of resources.

The following sections of this Policing Plan will delineate specific actions to address these priorities. These, collectively, will be the framework within which the police will perform their duties, maintain a peaceful and orderly society, and enhance public trust and confidence.

Finally, this Policing Plan will be the subject of continuous review during 2015 so that strategic objectives can be evaluated, modified or extended. The RBPF must demonstrate that it can adapt and change to new and challenging developments within society. The Force will continue to serve the people of The Bahamas to the best of its ability and will continue to cultivate and rely on the support of all public safety agencies, Law Enforcement Agencies, and the wider community.



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

POLICING PRIORITIES 2015

1 | THE PREVENTION AND DETECTION OF CRIME

Strategic Objectives

Crime Prevention

1. To continue to give primacy to community policing and to work toward building cohesive and trusting relationship with all segments of the Community.
2. To continue the Urban Renewal 2.0 programme, under our Community Policing Umbrella, in an effort to prevent crime and to identify issues within communities which give rise to crime.
3. To continue saturation patrols, both foot and mobile, in areas of high crime.
4. To continue to use GIS tools to map crimes, identify areas of high crime.
5. To continue Compstat meetings to analyse crime trends and identify emerging threats so that police officers can be deployed to best advantage.
6. To continue to deploy intelligence led policing tactics to predict and prevent crimes from occurring.
7. To build capacity in the Situation Room within the CDU by deploying more trained crime analysts, implementing new technologies, and monitoring crime trends in order to inform operational decisions and to advise on proactive crime prevention strategies.
8. To extend the use of CCTV to areas of high crime (hot spots) and to more areas frequented by tourist.
9. Continue to encourage the use of CCTV at business premises and residences.
10. To use the resources of the National Crime Prevention Office (NCPO) as a vehicle for promoting crime prevention advice to the public and business communities, especially through the media, seminars, and speaking engagements.



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11. To work with the Bahamas Chamber of Commerce and NGO's to promote business and community safety in New Providence, Grand Bahama, and the Family Islands.

Crime Detection

12. To maintain and strengthen the Central Detective Unit (CDU) and the specialist units operating within CDU and to enhance its capacity to urgently respond to crimes.

13. To further develop an Anti-Gang Unit to focus on gang-related crimes.

14. To further develop the Firearms Tracing and Investigation Unit (FTIU).

15. To target active criminals, monitor prolific offenders, and to ensure that those on bail comply with their conditions; also to monitor offenders released on Electric Monitoring (EM) by the courts. This will include the deployment of the "Flying Squad" for stealth activities and arrest of serious offenders.

16. To develop intelligence on all criminals and associates especially those who are active or involved with illegal firearms, drugs and gang activities.

17. To enlist the support of the Drug Enforcement Unit (DEU) in criminal investigations involving drugs or the suspected trafficking of drugs.

18. To continue the development of the Digital Forensic Investigations Unit (DFIU) in solving Hi-Tech crimes.

19. To plan and commence the construction of a purpose built Forensic Science facility with emphasis on a state of the art DNA laboratory.

20. To focus more attention and provide more resources for the Cold Cases Analysis Section of CDU with a view to solving outstanding murder cases.

Evidence and Prosecutions

21. To provide extensive training for detectives in evidence gathering, exhibits, arrest and interviewing of suspects, admissions and confessions.
22. To build capacity in Crime Scene Investigations (CSI) Unit of the Criminal Records Office(CRO).
23. To continue to work closely with the Office of the Attorney-General, the judiciary, and the courts to ensure proper case file preparation and quality of evidence to sustain a prosecution.



24. To ensure videotaping of all interviews of persons arrested for indictable offences and also of key witnesses where possible.
25. To renovate appropriate office spaces for prosecutors in Magistrate Courts.
26. To encourage and assist with the "rollout" of the Integrated Justice System (IJS).

Partnerships

27. To continue to work closely with other law enforcement agencies including Bahamas Customs, Bahamas Immigration, Bahamas Department of Corrections, and the Royal Bahamas Defence Force, Port Department, Airport Authority, and Road Traffic Department to ensure that intelligence on crime and criminals is shared, evaluated, and disseminated for operational purposes.
28. To continue to work closely with regional and international partners to interdict cross-border organised crimes including firearms trafficking, drug trafficking, trafficking in persons, human smuggling, transporting and sale of counterfeit goods, cybercrime, money laundering and fraud.
29. To work closely with Government officials, Family Island Administrators and Local Government officials in Grand Bahama and the Family Islands in order to address concerns on local crimes.



2 | REDUCING THE FEAR OF CRIME

Strategic Objectives

1. Provide a higher visibility presence of patrol officers, both foot and mobile, in those communities experiencing high levels of crime.
2. Ensure that police resources are managed effectively to provide the maximum presence of Police Officers on patrol duties (both foot and mobile).
3. Ensure that the availability of the police and their response to reports of crime meet public expectations.
4. Undertake full analysis of those crimes which give rise to the greatest fear within the community in order to demonstrate that in many cases such fear is unfounded and that relationships between the victims and criminals are often known or established before the crimes are committed.
5. Continue to provide timely press releases and crime bulletins to the public so that they are aware of the true nature of local crime and can take reasonable precautions to avoid becoming victims.
6. Work closely with the media to ensure that press and TV reports relating to crime are factual and presented in a responsible way so that the fear of



crime is proportionate to the risk and that exaggerated and sensational press reports do not distort the issues.

7. Continue to develop community policing so that all officers recognise that they are all community policing officers and that regular interaction with members of the public and the business community can allay concerns over crime.
8. Continue to develop neighbourhood watch schemes in New Providence, Grand Bahama, and the Family Islands to provide additional preventive action against crime and to re-assure the public in those areas.

3 | RESTORING AND MAINTAINING PUBLIC TRUST AND CONFIDENCE

Strategic Objectives

Ethical Standards of Conduct

1. Make clear pronouncements to the public of the guiding philosophy of the Royal Bahamas Police Force and the Force's Statement of Common Purpose and Values.
2. Encourage officers at all levels to remain true to the Force's core values of Courage, Integrity and Loyalty.
3. Provide training to all ranks on human rights and the relevant provisions of the Constitution of The Bahamas, particularly those relating to arrest and the treatment of persons in custody (Arrest and Detention Policy).
4. Provide full training for all officers on the nature and extent of their powers under the law, the need to follow policies and procedures and that they understand they are appointed to serve members of the public and not oppress them.
5. Ensure, by training and supervision that the conduct, dress code, appearance and deportment of all officers enhance and inspire confidence and respect for the position of public trust which they hold.
6. Provide policy guidance on 'Standards of Conduct' to ensure that all officers are aware of their professional responsibilities and the high standards of conduct expected of them, both on and off duty.
7. Ensure that training includes an understanding of the proper use of police discretion and that the law must be enforced with common sense and sensitivity.
8. Ensure that the appraisal system recognises the ethical and professional standards of officers being assessed and that integrity and competence are indispensable qualifications for promotion.
9. Ensure that senior officers and supervisory officers understand the importance of their own personal and professional conduct in order to serve as role models for Contracted Officers.



Accountability

10. Encourage members of the public to report unethical, abusive, corrupt and illegal behaviour by police officers.
11. Work to ensure that all complaints against the police are dealt with promptly and fully investigated and that complainants are kept informed of the status and progress of their complaints.
12. Ensure that persons appointed to the Complaints and Corruption Branch are fully trained and competent to investigate complaints impartially and that staffing levels are sufficient to meet demands.
13. Ensure that all complaints are treated in strictest confidence and with a high degree of professionalism and that anonymity is preserved in appropriate cases.
14. Ensure that all complaints of crime, traffic offences, public nuisances and other issues, however reported or received, are properly recorded, dealt with promptly and that victims and complainants are kept fully informed of the status and progress of investigations or other action.
15. Continue to arrange monthly meetings in each Division with the local community so that local concerns can be addressed and the public have an opportunity to influence crime strategies and other policing initiatives in the area.

Police Discipline

16. Enforce the disciplinary code and code of conduct at all levels of the organisation.
17. Continue to deal decisively, firmly and fairly with officers and other members of the RBPF who commit disciplinary or criminal offences and that matters are dealt with expeditiously.
18. Ensure that disciplinary proceedings through the tribunal process, and criminal prosecutions through the courts, are taken in deserving cases so as to act as a deterrent to other officers.
19. Ensure that officers, against whom serious allegations are made, are suspended from duty in the public interest and that, where appropriate, officers are dismissed from the service.
20. Ensure that the rights of all officers to a fair hearing with proper representation are preserved and that informal resolution with the agreement of complainants is considered in appropriate cases.
21. Ensure that adequate procedures are in place to negate false, malicious and vindictive complaints against police officers are identified and dealt with and that complaints, made with a view to avoiding prosecution, will not be investigated until the relevant proceedings have been concluded.

4 | THE SAFETY AND SECURITY OF THE PUBLIC

Strategic Objectives

Public Order

1. To ensure that our legal duty to maintain a peaceful and orderly society is understood by all officers and departments of the RBPF.
2. To maintain law and order on our streets and in public places so that the public can feel safer and more secure within their communities.
3. To deploy police resources at all public events, sporting activities and places of public resort to prevent and control incidents of disorder or criminal activity.
4. Adopt a zero tolerance approach to offences which affect the quality of life including block parties, loud music in residential areas, blatant littering and other public nuisances, where requests and advice to those involved are ignored.
5. Maintain fully trained mobile units deployed at street level to respond to public disorder and those incidents which pose a threat to internal security.
6. Monitor and visit liquor licensed premises, night clubs and other places of entertainment to ensure compliance with the terms and conditions of their licences and to deal with public disorder.
7. Object to the grant of liquor licences and music and dancing licences for clubs, bars and similar establishments in residential areas and within the vicinity of churches and schools.
8. To work closely with the licensing authority to have liquor licences revoked for clubs and bars which are persistently used for criminal activity and drug-related offences; to ensure that licensing hours reflect the use of the premises and the needs of the area and to seek revocation of liquor licences for those premises with a continuing history of disorder.





Regulation of Traffic

9. To reduce the number of fatal and serious accidents through traffic enforcement and education.

10. To undertake more statistical analysis of the cause of accidents so as to introduce remedial measures to promote better driving standards, improved roads and improved condition of vehicles.

11. Train and deploy more traffic motor cyclists to assist with traffic management, enforcement of all traffic offences and road safety.

12. Ensure that all officers on patrol, whether on foot or mobile, are aware of their duties to enforce road traffic laws, prevent accidents and report offenders irrespective of the division or department to which they are assigned.

13. Continue to use radar and other technical devices to prevent and detect recurring offences of speeding, and to focus on campaigns to detect offences of driving under the influence of drink/drugs, disqualified drivers, unlicensed and uninsured drivers and unregistered vehicles.

14. To continue to work with the Road Traffic Department and the Ministry of Works to deal with road signs, road surfaces, and road design in the interests of road safety.

15. To work with the Ministry of Transport and Aviation for the enforcement of amendments to the Road Traffic Act concerning driving under the influence of alcohol and or drugs.



Fire Prevention

16. To maintain a trained Fire Department, fully equipped and staffed, to respond promptly to reports of fire especially where there is risk to human life.

17. To continue a programme of fire inspections for hotels, schools and places of public resort to ensure adequate fire precautions and fire evacuation procedures are in place and staff trained to deal with emergencies.

18. To continue to provide educational seminars and information to the public so that they can be aware of the dangers of fire and the reasonable measures that can be taken to prevent fire damage, injuries, and deaths.



19. To ensure that the Fire Department has trained officers and forensic support to investigate cases of arson or suspected arson.
20. To facilitate co-operation with other fire-fighting agencies (e.g. airport) in testing fire hydrants and water supplies throughout The Bahamas.
21. To encourage the establishment of Volunteer Fire Brigades in all densely populated settlements in the Family Islands.



Hurricanes and other Natural Disasters

22. To continue to participate in and contribute to the functions of the National Emergency Management Agency (NEMA) and to ensure that mobilisation procedures are in place to provide additional police officers to those areas where the public is at risk.
23. When necessary, to ensure that police resources are deployed to preserve life, maintain order and prevent looting of premises.
24. To continue to provide communication and technical support to facilitate operations during hurricanes and natural disasters.

5 | WORKING WITH YOUNG PEOPLE

Strategic Objectives

Education and Schools

1. To continue to work closely with the Ministry of Education and all schools to educate children and young persons about crime, alcohol and substance abuse and their personal safety.

2. Assist with the delivery of conflict resolution programmes in schools, churches and at community group meetings, with assistance from Urban Renewal teams.

3. Continue the School Policing Programme and, where possible, increase the number of police officers assigned to schools and provide specialist training for such officers and security guards.

4. Encourage Divisional Commanders to build and maintain relationships with all schools within their policing areas.

5. Continue to work with the College of The Bahamas and other Colleges to improve on and off campus safety.

6. Continue and extend the existing police programmes including the Community Crime Prevention Bands (CCPB), the Police Summer Youth Programme (PSYP), Youth Athletic Clubs and Sports Programmes, using the infrastructure in place at Police Divisions throughout The Bahamas.

7. Continue to participate in career fairs and, where possible, facilitate short term internship programmes.



Children and Young Persons at Risk

8. To continue to work closely with Social Services to identify children and young persons at risk and to make interventions where alternatives to criminal proceedings are appropriate.
9. To pay particular attention to young males at risk and support the efforts of established organisations that provide mentoring programmes.
10. Continue to work with the Bahamas Christian Council and churches to encourage counselling and support services for children who have been exposed to serious crimes committed in their homes, schools and communities.
11. Provide victim support services for families and children who have been directly injured as a result of crime and facilitate counselling and support for children whose parents, guardians or relatives have been arrested and detained in police custody.

6 | THE PROTECTION OF THE TOURISM INDUSTRY

Strategic Objectives

1. Continue to work closely with the Ministry of Tourism and the Cruise Lines (FCCA) to enhance visitor safety and to provide a crime risk assessment based on accurate information and proportionate risk indicators.
2. Continue the deployment of foot patrol officers on Bay Street and adjacent areas in ceremonial dress with pith helmets to enhance the reputation of the Force and the expectation of visitors; such patrols will also be deployed in appropriate tourism areas of Grand Bahama and the Family Islands.
3. Increase the deployment of Bicycle Patrol Officers on Bay Street and at historical sites within the city of Nassau.
4. Monitor and patrol beaches frequented by cruise ship passengers and other visitors.
5. Ensure officers in Western Division and Paradise Island Division are properly briefed as to tourist locations which require regular preventive patrols, both foot and mobile.
6. Improve the facilities for tourists to report crimes and other incidents and provide advice and information on visitor safety.
7. Ensure that the Tourism Policing Unit has adequate resources to achieve the above objectives.
8. Monitor bus stops, taxi stands, parks and public areas to discourage vagrants, drunks and other undesirables who might interfere with visitors.
9. Target rogue public service vehicle drivers, street level hawkers, and drug peddlers who may seek to sell illegal wares and substances to visitors and residents.
10. Continue to monitor and supervise all places of public entertainment frequented by visitors to ensure their safety and to take action against drunkenness, drugs, substance abuse and prostitution.
11. Utilize CCTV Cameras to monitor activities in areas frequented by tourist and deploy resources to address any potential risk.
12. To continue to develop the Tourism Policing Unit in Grand Bahama.



7 | THE EFFICIENT MANAGEMENT OF RESOURCES

Strategic Objectives

Human Resources

1. Ensure that existing resources are used to the best advantage and that Police Officers are not engaged in duties which do not require police powers or police training.
2. Ensure that all Officers are assigned to duties within the organisation commensurate with their experience and training and that officers are aware of their respective duties and responsibilities.
3. Continue the recruitment programme with intakes in the fiscal year 2015/16.
4. Develop recruitment procedures so that only the best candidates are selected and that appointments are based on merit and not influenced by nepotism, friendships, religious or political persuasions.
5. Continue to monitor sickness levels and provide for assistance and counselling when officers and their families experience death, illness or sickness.
6. Develop the role of the Employee Assistance Programme Office (EAPO) to enhance the services required by officers and civilians during times of illness, death and other stressful situations.

Police Vehicles

7. Ensure that all police drivers receive full training on defensive driving techniques and that driving standards are maintained at a high level.
8. Ensure that all police drivers are held accountable for any damage to their vehicle during the course of duty and that any damage or defective equipment is brought to the attention of their supervisory officers.
9. Continue to maintain a vehicle fleet capable and sufficient to meet the demands of the RBPF in all areas of The Bahamas.
10. Acquire additional police vehicles, marked and unmarked, to facilitate special operations, including the deployment of officers to deal with anti-social behaviour and public disorder.
11. Ensure that all police vehicles are maintained in a clean and roadworthy condition with regular inspections, servicing, and maintenance.
12. Ensure that all petrol supplies, tyres, batteries and replacement parts are kept under safe and secure conditions and that officers are responsible and accountable for all items under their control.
13. Encourage the full use of the Force's Fleet Management Software applications at the Force Garage.



Police Equipment and Buildings

14. Continue to ensure that all officers are equipped with full uniform and accoutrements, radio communications and protective equipment where necessary and that they are accountable for such uniform and equipment and liable for any damage caused to them.
15. To continue to ensure that all police firearms and ammunition are held under safe and secure conditions and that all firearm users receive training appropriate to their role and deployment.
16. Enhance the capabilities of the SWAT team through retraining and recertification.
17. Encourage the better utilisation of the computer systems and other technical resources.
18. Ensure that police buildings, together with furniture and fittings, are kept in a state of good repair and that damage is reported.

Training

19. Continue the delivery of refresher courses and seminars to all ranks, to include new legislation, policies and procedures, cultural diversity, sensitivity and developments in policing.
20. Ensure that training officers are selected for their professionalism and potential as role models for younger officers.
21. Extend all specialist training including developments with the Force Computer systems.
22. Continue with renovations at the Police Training College to facilitate the efficient delivery of Recruit and In-Service training courses.
23. Accept offers for officers to participate in training offered by local, regional and international partners, explore exchanges with other law enforcement agencies and the advantages of distance-learning courses

Financial Management

24. Continue to monitor and manage the financial provisions for policing for the financial year ending 30 June 2015 and anticipate changes to policing arrangements throughout The Bahamas that might require additional funding.
25. Ensure that all members of the Force are aware of the high cost of policing and they all have a duty to ensure that all resources are properly managed and maintained and that wastage is eliminated.
26. Ensure that the police budget properly reflects the policing priorities and objectives within this Policing Plan and that each Divisional Commander and Head of Department is accountable for their respective levels of expenditure.
27. Ensure that fiscal prudence is practised at all levels especially in the use of electricity and stationery.

PERFORMANCE MEASURES

The efficiency and effectiveness of police arrangements are often difficult to measure particularly in the area of crime prevention. Nevertheless, the following measures of performance will be applied within the Force.

Crime Prevention and Detection

1. Increases and decreases in reported crimes by category.
 - a. *These include crimes committed on private premises or at business premises where there is no preventable police presence.*
2. Detected crimes by category
 - a. *A crime is detected where a person is charged with an offence whether or not he/she is subsequently acquitted by a court.*
3. Seizures of illegal firearms and ammunition.
4. Seizures of drugs and other prohibited substances.
5. Number of arrests with the percentage of those who are subsequently released without charge.

Police Accountability

6. Number and nature of complaints against the police showing those which were substantiated or not substantiated or still under investigation.
7. Number of officers charged with criminal offences and disciplinary offences arising from public complaint.

Operational Efficiency

1. Response times to reports or calls for assistance made to (a) the Police Control Room (b) local police stations.
2. Number of prosecution for minor offences
3. Number of Fixed Penalty Tickets issued
4. Number of traffic accidents by category (a) fatal (b) injury (c) no injuries
5. Number of traffic offences prosecuted.
6. Number of arrests for public disorder offences including drunkenness.

On a daily, weekly, and monthly basis, we will assess the work that is done by officers on the front lines and those in support roles. We will continue to utilize accountability mechanisms such as our daily crime briefs, our weekly COMPSTAT meeting, and our monthly productivity reports to gauge the performance of our people. Where we determine that there is a need for realignment with this Policing Plan or the need to modify it, we will make the appropriate decisions in the best interest of our communities and the safety and security of our people.

DELIVERING THE PLAN

We must depend on the men and women of The Royal Bahamas Police Force to uphold the mandate for policing The Bahamas with Courage, Loyalty, and Integrity. We must ensure that they are properly aligned with our vision for policing The Bahamas and that this vision becomes a shared policing vision. Therefore, leaders, managers and supervisors will have to actively engage in this process and demonstrate effective leadership by modeling the appropriate behaviors and leading by example.

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

Well Selected

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

What we will do:

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

Well Trained

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 any reservations in assigning them the requisite tools to properly discharge their duties. We will also ensure continuous in house training so that officers are kept up to date with the Law, Force policies and procedures, and local and international best practices.

What we will do:

- Continue the delivery of refresher courses and short seminars at the Police Training College to better equip employees to perform their duties.
- Acquaint employees with the New Police Force Act 2009 and other relevant legislation.
- Provide cultural diversity along with sensitivity training and customer care seminars for all employees.
- Accept offers for our people to continue to participate in training offered by local, regional, and international partners.
- 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 were launched in 2013.
- Continue exchanges with International Law Enforcement partners and seek to launch distance learning (on-line) courses which will provide instruction in a variety of policing disciplines.
- Explore the use of the Force's Intranet to provide online training for Family Island personnel.

Well Equipped

In 2015, we will continue to place emphasis on properly equipping police officers to perform their duties more efficiently and effectively. This emphasis will span technological and operational spheres to ensure that the best equipment and tools are provided to our people. In addition, attention will be paid to "Officer Safety issues" to engender confidence in officers during the discharge of their duties.

What we will do:

- Investigate the potential for introducing less than lethal force options to enhance officer safety and provide a greater duty of care for members of the public.
- 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).
- Improve the provision of communication equipment so that each operational police officer is self sufficient and has the best chance of protecting himself or herself and members of the public.

- Continue the program to outfit all police officers with bullet proof vests (soft body armor).
- Continue the roll-out of specialized equipment packages for police vehicles and consider enhanced configuration options (sirens, lights, weapons, in-car partition, safety gear, etc).
- Continue the acquisition of police vehicles for Mobile Patrol Division and various sections of the Force.

Well Deployed

Investments will be made to continue the training, outfitting, and equipping Police Officers to perform police duties. It is therefore imperative, that as far as possible, police officers are deployed to perform the policing tasks for which they are hired. This imperative will go a long way in satisfying the expectations of the public for more visibility and support from their police officers. In addition, civilian support staff, Reservists, and Local Constables must play the roles for which they are hired to ensure that the Police Force is performing at optimum efficiency.

What we will do:

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

- Honor our rich legacy and ensure that all officers are reminded of the significant contributions made by policing pioneers over the course of our 175 year history.
- Provide training seminars to sensitize employees to the concepts of care, respect, and trust.
- Encourage employees to cultivate other dimensions of their lives so as not to confine their activities strictly to police work (work-life-balance).
- Encourage travel and exposure so that officers benefit from experiential learning.
- Encourage officers to participate in reputable service clubs and programs geared toward providing service to members of the community.
- Improve the operations of the Employee Assistance Program Office (EAPO) to amalgamate services required by our employees during times of illness, death, and conflicts.
- Give priority to our people during challenging times in their lives and ensure that they receive the best assistance and support from all levels of the organization.
- Recognize all of our people during retirement and allow them to leave with the greatest measure of dignity and pride.

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:

- Provide leadership seminars for all employees.
- Provide leadership training for supervisors and managers.
- Provide job opportunities for employees to demonstrate their leadership skills.
- Encourage supervisors and senior managers to model effective leadership behaviors.

- Reward good and effective leadership and seek to discourage ineffective leadership.

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:

- Continue to provide training seminars for all employees to sensitize them to the importance of being well mannered and respectable at all times.
- Encourage Managers and Supervisors to monitor employees to ensure that these important attributes are cultivated on a daily basis.
- 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:

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

"CODE OF CONDUCT"

Article 1: Police Officers should at all times discharge their duties as defined by law incorporating a high degree of responsibility to the community and their profession.

Article 2: Police Officers should respect the rights of individuals acting with fairness and humanness at all time.

Article 3: Police Officers may use force only when strictly necessary and to the extent required for the performance of their duty.

Article 4: Police Officers should not disclose any matter of a confidential nature except where the law requires otherwise.

Article 5: Police Officers should as far as possible ensure that the health of persons in their custody is maintained and where in doubt immediate medical attention should be sought.

Article 6: Police Officers should not commit any criminal act, act of dishonesty or engage in corruption and should vigorously oppose and resist any such act.

Article 7: Police Officers should treat all members of the public with respect regardless of personal feelings, race or beliefs. They should also endeavor to cultivate good community relationship with them by being helpful, tactful, patient and courteous.

Article 8: The misuse of police time and resources is unacceptable.

Article 9: Police Officers should maintain an acceptable standard of dress and conduct at all times. They should not adopt styles or mannerisms which detract from their professional image.

FINANCIAL CONSIDERATIONS

The Royal Bahamas Police Force was allocated \$131,104,756(Recurrent and Capital Expenditure) for the fiscal period beginning 1st July 2014. Included in the budget are funds to defray the expenses associated with many of the initiatives in this policing plan. We are satisfied that where there are shortfalls, these will be included in the budget allocation for 2015/2016.

HUMAN RESOURCES CONSIDERATIONS

Presently there are thirty two (32) recruits in the Police Training College (PTC) who will graduate in February 2015. During the end of the third week in January 2015 a squad of 33 recruits will enter the PTC. In the succeeding months of 2015 additional recruits will be selected for training. Upon graduation all of these recruits will be deployed to frontline policing duties in New Providence.

Efforts will also be made in 2015 to employ civilians who can fulfill specialist roles in areas such as canteen and messes, maintenance, force garage, Forensic laboratory, secretarial and janitorial support services.