



2013 Commissioner's Policing Plan

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.”

Foreword by Commissioner of Police



I am pleased to present the policing plan of the Royal Bahamas Police Force (RBPF) for the calendar year 2013. As in previous years, I have taken account of the views of our people both within and outside the Force. I have listened carefully to the concerns expressed by citizens and residents of this country. I am also cognizant of those things that worked well for us in 2012. Therefore, I have kept many of these things that worked well and have discontinued those initiatives which did not work quite as well.

During 2012, the efforts of all members of the Royal Bahamas Police Force (RBPF) delivered very good results. Our successes were due in large measure to the fact that law enforcement efforts were undergirded by the full support of residents and citizens of The Bahamas who took responsibility for helping to make their communities safer. Neighborhood Watch Groups, civic organizations, private corporate partners, and NGO's all made significant contributions in support of our policing plan.

The RBPF enjoyed the full support of the Government of the Bahamas and no effort was spared by the government in provisioning resources for the force. In addition, the force was supported both privately and publicly and officers were consistently recognized for the tremendous sacrifices which they made and for their unflinching commitment to serving the people of The Bahamas.

I am therefore delighted to convey my sincerest gratitude and appreciation to the hard working men and women of all ranks within the RBPF who turn up for work each day

prepared to make their best contributions to making our country a safer place to live, work, visit, and play. The people of the Bahamas have granted us the moral authority to police the Commonwealth of The Bahamas and with their support, we did good work in 2012. It is my sincere hope that we will all maintain this positive trajectory in 2013 and move even closer to the fulfillment of our vision for policing The Bahamas.

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 2013.

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

1. Tackling Crime
2. Reducing violence and driving down the fear of crime
3. Positively Engaging our Young People
4. Enforcing the rules of the road
5. Protecting our Borders
6. Professionalizing the Service
7. Better Fiscal Management

We will work together to ensure that all members of the Royal Bahamas Police Force embrace this Policing Plan and make their best contributions daily. We remain confident that once this plan is properly communicated to the people of The Bahamas that they will join us in our efforts to move much closer to achieving our vision of “making The Bahamas a safer place to live, work, visit, and play”

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

OUR CHALLENGES IN 2012

In 2012, we were challenged by many of the same issues which assailed us in 2011. The use and sale of illegal drugs coupled with the possession and use of illegal firearms contributed to many of the serious complaints which we responded to during the year in review. Further, there are far too many relatively young adult males in our communities who are not gainfully employed and who seem content to lead lives of criminality. These offenders seem to have no respect for anyone and are extremely cavalier in their breaches of the laws of this country. Despite constant public appeals for these offenders to “put down illegal weapons and to turn from a life of crime” they continue to offend without regard for anything or anyone.

I therefore, restate my belief that the use of illicit drugs and the abuse of alcohol, by angry young men in our communities, are some of the reasons why we are seeing so much crime in this country.

A vexing challenge which we continue to face is the reoffending by serious criminals who are released on bail and returns to communities where they commit further serious crimes, including murder. There is also the category of offender who is released on the electronic monitoring scheme (electronic bracelet) who also reoffends indiscriminately across The Bahamas! While we have had significant successes in tracking and re-arresting such offenders, the number of cases is alarming and is a distinct threat to the safety and security of our communities.

In 2012 we received far too many complaints from law abiding citizens about proliferation of liquor license premises in their neighborhoods. These facilities serve as magnets for criminals and unscrupulous persons and causes fear in he said communities. Add to this, public complaints relative to the indiscriminate playing of loud music in and near these clubs and the hosting of parties and musical concerts in communities to the annoyance of citizens who cannot get a good night’s rest.

Of primary concern to us is the amount of illegal guns in our communities. In 2012, as in previous years, these weapons of death exacted an unmerciful toll in our communities. In the majority of murder committed in 2012, an illegal firearm was the weapon of choice. Despite extremely good work by our officers to remove weapons from our communities, there are still far too many reports of sightings of people with illegal weapons and far too many cases of people being gravely injured and killed with these weapons.

We also believe that an effective crime reduction strategy should deal with the root causes of crime and make interventions that address these root causes. A multi-sectoral approach which requires working in partnership with the Government of The Bahamas, other Law Enforcement Agencies, the Church, Government Agencies and Departments, Non Governmental Organizations (NGO’s), and

a wide cross section of the community is needed for success. We are aware that the Royal Bahamas Police Force cannot solve the crime problems in The Bahamas alone. All citizens and residents of The Bahamas must play an active role in helping to make The Bahamas a safer place to live, work, visit, and play.

PRIMARY OBJECTIVES OF THE STRATEGY (Force's Objectives)

- Reduce crime and increase public safety.
- Reduce the incidents of violence and drive down the fear of crime
- Improve public awareness about crime.
- Increase public involvement in reducing 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

Priority 1

TACKLING CRIME

We are of the firm belief that there is a core group of prolific offenders in our communities who will only be stopped by strong law enforcement efforts to arrest them and take them before the criminal courts. These offenders do not seem interested in rehabilitation nor the benefits of community based policing. They have demonstrated the propensity to kill and maim our citizens and must be made aware that law enforcement will not allow them to wreak havoc in our communities without consequences of arrest and imprisonment.

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. Continue to implement our saturation patrols initiative.
2. Continue to target and arrest offenders who commit Priority Crimes (see appendix A).
3. Map crime hotspots in respect of these priority crimes by the use of our Geographical Information System (GIS) and share this information for operational effectiveness.
4. Continue to deploy Intelligence Led policing initiatives to target and arrest prolific offenders and others who commit crimes.
5. Continue to launch specific crime interdiction operations by teams of officers led by Senior Officers of at least the rank of Superintendent.
6. Continue specific operations to target and interdict illegal firearms and to arrest and charge illegal firearm traffickers
7. Continue specific operations to arrest and charge illegal drug peddlers and drug traffickers
8. Continue specific operations to target and arrest car thieves
9. Continue specific operations to target and arrest prolific house breakers and burglars
10. Continue specific operations to target and arrest persons who are involved in Trafficking in Persons (TIPS)
11. Continue specific operations to target and arrest persons who are involved in human smuggling.
12. Increase the number of officers assigned to the Drug Enforcement Unit (DEU)

13. Increase the number of officers assigned to the Central Detective Unit (CDU)
14. Strengthen the capacity of the Selective Enforcement Unit at CDU
15. Centralize serious crime investigations
16. Centralize Scenes of Crime investigations
17. Build capacity in the Central Intelligence Bureau(CIB), Security and Intelligence Branch (SIB), and in the Justice Protection Unit (JPU)
18. Establish fully trained and equipped “enquiry teams” at divisional police stations
19. Improve the effective supervision and management of investigation case files.
20. 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.
21. Follow-up with victims of crime and provide updates at various stages of the investigations (Victim Care).
22. Continue to work closely with the Office of the Attorney General (OAG) to strengthen prosecutions at the Magistrates’ Courts level.
23. 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).
24. Upgrade the police Information Technology platform and acquire collaborative business tools to enhance efficiency.
25. Launch the Integrated Justice Solution (IJS) to improve networking and efficiency between key sectors of the justice system in The Bahamas.
26. Implement Mobile Data, Automatic Vehicle Location, and Field Reporting software solutions to enhance police responses
27. Install and activate the Fire cycle weapons database for the entire country
28. Install and activate the Integrated Ballistic Identification System (IBIS)
29. Continue the use of the OAS donated firearms cutting shears to destroy illegal weapons
30. 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.
31. Encourage the use of data mining and analytical tools (COGNOS and I2) which will ensure informed decision making in the deployment of police resources.
32. Make crime data available to academic researchers for analysis (COB and tertiary institutions).
33. Share crime information with Bahamian law enforcement agencies and other partners who play a role in assisting or supporting law enforcement efforts.
34. Continue to support and assist the Courts with offender pre-sentencing reports.
35. Foster a closer working relationship with Her Majesty’s Prison and the administrators of rehabilitative programs in the management and reintegration of ex-offenders.
36. Continue to support and assist with the management of Electronic Monitoring (EM).
37. Launch and activate the CCTV Command and Control Center at Police Headquarters and ensure 24 hour coverage.
38. Re-activate the Lo-Jack for stolen vehicles project.
39. Explore the implementation of Lo-Jack for computers project.

Priority 2

REDUCING VIOLENCE AND DRIVING DOWN THE FEAR OF CRIME

We recognize that we must relentlessly pursue criminal offenders and discourage the commission of crimes in our communities. Our citizens continue to tell us of their concerns and fears because of the commission of crimes. Therefore, we will spare no effort in launching multifaceted initiatives which together will positively reduce the level of offending in our communities and give assurances of safety to our citizens. This will require the full participation of all members of the Royal Bahamas Police Force along with the full support of the public.

Experiences, in a number of policing jurisdictions, have shown that an effective way to prevent and deter crime is to increase police presence in communities. This extends to public spaces, crime hot spots, shopping malls, public gatherings, and major events. Therefore, community based policing initiatives will run alongside of hard interdiction strategies to encourage the full participation of all of the residents and citizens of The Bahamas in the fight against crime.

We also fully appreciate the importance of education and awareness in the fight against crime. We also recognize the need to educate both the public and potential offenders about the consequences of a life of crime. Citizens must be encouraged to consider design concepts that will improve security by target hardening their properties. There are many things that can be done to achieve this.

Therefore we will:

1. Continue to give greater focus to crime prevention and launch crime prevention initiatives that will, hopefully, prevent crimes from happening in the first place.
2. Continue to 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 officer 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. Continue to support the Cadet program in Grand Bahama
8. 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.
9. 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 operate police duties.
10. Enhance police visibility in the communities by outfitting selected officers with department approved “high visibility safety vests”.
11. 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.
12. 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.
13. Encourage members of the public to make full use of our crime stoppers hotline.
14. Inform potential offenders about the consequences of a life of crime and sensitize them to the harm that crime causes to entire communities.
15. Develop a pro-active and effective publicity and advertising campaign to heighten awareness among our people about the ill effects of crime.
16. 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.
17. 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.
18. Continue the introduction of CCTV in all of the Divisional Police Stations in New Providence and Grand Bahama to improve officer safety and custody suite management.
19. Give focused attention to liquor licensed premises and businesses with music and dancing licenses that operate outside of the terms and conditions of their licenses.
20. Give focused attention to night clubs and similar facilities that operate outside of their licenses and allow their premises to be used for strip tease shows and for other criminal acts.
21. Enforce the laws governing loud music, and the sale of alcohol to minors.
22. 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.
23. Refuse permits to promoters of outdoor concerts who indiscriminately create distress to communities and fuel social strife.
24. Target illegal roadside garages and prosecute offenders.
25. Deploy Urban Renewal 2.0 teams to work with the Department of Environmental Health to target and remove abandoned vehicles on streets and on vacant lots.
26. Deploy Urban Renewal 2.0 teams to work with communities to clean up overgrown

- properties and raze derelict and abandoned buildings.
27. Encourage Urban Renewal 2.0 teams to pay special attention to environmental health issues, pollution, indiscriminate dumping and similar offences.

Priority 3

POSITIVELY ENGAGING OUR YOUNG PEOPLE

We understand the need to provide opportunities for young people to positively express themselves. We also understand that many of our young people are searching for ways to demonstrate their talents and to expose their creative abilities. This being said, we will continue to work 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. .

Many of our young people are exposed to traumatic situations which, more often than not, leave them scarred, confused, vulnerable and defensive. These events may lead to post traumatic stress syndrome which manifests in a variety of ways. Therefore, we will continue to engage with the communities of The Bahamas to provide 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 four 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. Work with the Ministry of Education, teen challenge and other NGO's to design and deliver conflict resolution and anger management seminars for all secondary and senior schools.
15. Continue our anti-drugs awareness program (demand reduction) in all schools.
16. Continue our School Based Policing program in all secondary and senior public schools in New Providence, Grand Bahama, and the Family Islands.
17. Work closely with the Ministry of Education and all schools to educate students and young people about crime and personal safety.
18. Continue the consistent hosting of career fairs at the College of The Bahamas and in all Secondary and senior schools in The Bahamas.

Priority 4

ENFORCING THE RULES OF THE ROAD

In recent years, far too many traffic related deaths have occurred on the streets of our country. Added to the trauma due to the loss of life as a result of road traffic accidents, are the exorbitant costs associated with thousands of accidents which involve injuries to persons and damages to vehicles. The grief and suffering occasioned by road traffic accidents is no less severe than the grief and suffering as a result of criminal activity.

We believe that together with the public, we can sound a clarion call for more order on our streets and we feel that we have the ability to make a difference in 2013. This will require sacrifices and a great deal of effort but it is incumbent upon us to reduce the carnage on our streets.

Further, we must stem the level of lawlessness which is pervasive on the streets of our country daily. Far too many road users demonstrate reckless abandon and total disrespect for the rules of the road and other road users.

Therefore we will:

1. Enforce the road Traffic Act and its regulations.
2. Continue to deploy police officers to busy intersections, junctions and high traffic areas where traffic violations are committed with frequency.
3. Increase the number of police motorcyclists for patrols of the streets of New Providence, Grand Bahama and the Family Islands
4. Deploy dedicated accident prevention and investigation units in New Providence and Grand Bahama.
5. Improve publicity, in conjunction with the Road Traffic Department, to hopefully prevent traffic accidents and traffic infractions.
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. Target speeders and heavy duty vehicles that traverse our streets with insecure loads.
8. Improve road safety by the encouragement of Road engineering with conjunction with the Road Traffic Department and other relevant agencies.
9. Provide brochures and flyers with road safety tips to members of the public
10. Continue speaking engagement at schools and at community forums to advance the message of road safety

Priority 5

PROTECTING OUR BORDERS

The geographical nature of the Bahamas and its location presents unique policing challenges for the Royal Bahamas Police Force. Our borders are porous and we have an economy which is driven by tourism. Each year millions of visitors grace our shores by aircraft, ships, and a variety of pleasure boats (speedboats and Yachts). While we reap tremendous benefits as a result of this movement of people, there are inherent risks and constant threats that we are exposed to.

We therefore, fully understand 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 build capacity in our National Central Bureau (NCB) and maintain and improve our membership status with Interpol.
2. Continue to build on the existing positive relationships that we have cultivated with our international law enforcement partners and explore new ways of improving.
3. Continue to support our regional law enforcement partners by full participation in the meetings of the Association of Caribbean Commissioners of Police (ACCP) and other regional bodies.
4. Continue our participation in the meetings of the International Association of Chiefs of Police (IACP).
5. Seek associate membership with the Canadian Association of Chiefs of Police (CACCP).
6. Continue our participation and membership in the National Organization of Black Law Enforcement Officials (NOBLE).
7. Continue our participation and seek membership in the Association of Public Safety Communications Officials (APCO).
8. Further develop our Air Support Services Branch (ASSB).

9. Continue to build capacity in 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.
10. Purchase additional assets to improve the efficiency and effectiveness of our marine interdiction efforts.
11. Strengthen Travel Control facilities in New Providence, Grand Bahama, other family Islands and encourage target hardening at all major ports of entry (Air and Sea).

12. Build capacity in the Security and Intelligence Branch (SIB).
13. Build capacity in the Criminal Intelligence Branch (CIB).
14. Further develop the Anti-Terrorism Unit (ATU) and the Explosive Ordinance Detection Section.
15. Continue our participation in meetings with Heads of National Law Enforcement Agencies (HONLEA).
16. 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.
17. Continue to build relationships with Family Island Administrators and Local Government officials to enhance law enforcement efforts across The Bahamas.
18. Review and implement, where approved by The Government of The Bahamas, obligations mandated by the United Nations Convention on Transnational Organized Crimes (TNO), Trafficking in Illegal Firearms, Human Trafficking and other critical conventions.

Priority 6

PROFESSIONALIZING THE SERVICE

The Royal Bahamas Police Force has a rich history which dates back to 1840. This rich tradition has been kept alive over the years by the courage, integrity, and loyalty of the men and women who have gone before us. It is therefore incumbent upon every employee of the Force to behave and perform in the most positive manner so as to bring continued respect to the reputation of the Force.

We receive, each year, far too many complaints against police officers by members of the public who are dissatisfied with the interactions between themselves and the police. This has negatively impacted the image of the Force and has weakened the confidence and trust of the public whom we are sworn to serve. We must, therefore, focus our efforts on rebuilding the public's trust. This is vital if we are to enjoy the level of success that we are capable of. There must be a call for renewal and for the imposition of standards to maintain and improve the professionalism of the service.

Therefore we will:

1. Encourage members of the public to continue to report bad behavior and wrong doing by employees of the Force
2. Provide training to our officers to familiarize them with a new service delivery model
3. Provide better mentoring and supervision of young officers
4. Hold officers accountable for their words and their actions
5. Revise Force Policies and Procedures to support and guide officers in the performance of their duties
6. Reward officers for modeling the correct behavior and for supporting the Force service delivery model
7. Enforce our disciplinary code at all levels of the organizations
8. Enforce our uniform code (policy on the wearing of police uniform and appropriate grooming).
9. Enforce our code of ethics and good governance policy
10. Improve operations of the Complaints and Corruption Branch to ensure that complaints are investigated in a timely manner and in conformity with the law
11. Fully utilize our Tribunals and ensure that the process of adjudicating complaints is not frustrated
12. Work closely with the Police Complaints Inspectorate
13. Continue to explore ways to improve our image and rebuild public confidence and trust.

Priority 7

BETTER FISCAL MANAGEMENT

Policing is a very expensive undertaking and this is evidenced by the significant portion of the national budget which is apportioned for The Royal Bahamas Police Force each year. The Force is provided financial allocations which facilitate its operations and allows it to provide a high level of service to the people of The Commonwealth of The Bahamas. However, given the current economic climate, all employees of the Force will be sensitized to the fact that resources must be managed and maintained so as to derive maximum benefits and that efforts must be made to properly care for those tangible resources which we now have.

Notwithstanding, the leadership of the Force has a duty of care to its employees and will continue, as far as possible, to provide the tools, equipment, uniforms, and accoutrements which are necessary for officers to properly discharge their duties.

Therefore we will:

1. Encourage members of the Force to properly care for the tools, equipment and accoutrements provided to them for the daily discharge of their duties.
2. Hold officers accountable for wastage
3. Hold officers accountable for damages (by negligence) to tools, equipment, uniform, and accoutrements issued to them.
4. Encourage recycling of envelopes and salvageable packing.
5. Eliminate the wastage of paper and copying in cases where documents can be shared electronically
6. Encourage better utilization of Computers
7. Encourage full use of the Forces' Intranet
8. Encourage the timely servicing of police vehicles
9. Encourage care and maintenance of furniture and equipment.
10. Encourage care and maintenance of police facilities (buildings)
11. Utilize energy efficient light bulbs as far as possible
12. Practice energy efficiency routines such as: turning off office lights once staff members have retired after a work day.
13. Encourage the return of uniform and accoutrements to the police stores upon promotion, resignation, dismissal, and death.

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:

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 2013 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. Acquaint employees with the New Police Force Act 2009 and other relevant legislations.
3. Provide cultural diversity along with sensitivity training and customer care seminars for all employees.
4. Accept offers for our people to continue to participate in training offered by local, regional, and international partners.
5. 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.
6. 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 2013.
7. 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 2013, 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:

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. 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).
6. 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:

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 173 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.

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. Continue to 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. Continue to 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

The Royal Bahamas police force was allocated \$ xxx million dollars for the fiscal period beginning 1st June 2012. 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, working together with the Government and the people of The Bahamas, we will can accomplish most, if not all, of the objectives that we have included in this plan for 2013.

HUMAN RESOURCES CONDERATION

During the latter part of 2012, one hundred and twenty three (123) recruits graduated from the Police Training Colleges in New Providence and Grand Bahama and were assigned to active frontline policing duties. Three squads graduated in New Providence and one squad graduated in Grand Bahama. Funds are allocated in this fiscal period for the recruitment of additional officers, firemen, and police cadets. It is anticipated that these squads will commence training in the first quarter of 2013.

MEASURING OUR SUCCESSES

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 this plan, we will make the appropriate decisions in the best interest of our communities and the safety and security of our people.

We will also continue to listen carefully to what our people tell us and we will be responsive to those suggestions and recommendations which will assist us in our mandate to better serve and maintain law and order in The Bahamas.

APPENDIX "A"

PRIORITY CRIMES

- MURDER
- RAPE (INCLUDING UNLAWFUL SEXUAL INTERCOURSE AND INCEST)
- SERIOUS BODILY ASSAULTS (STABBINGS, SHOOTINGS, BLUNT FORCE TRAUMA)
- TRAFFICKING IN PERSONS AND HUMAN SMUGGLING
- ARMED ROBBERY
- FIREARMS TRAFFICKING AND THE UNLAWFUL POSSESSION OF FIREARMS AND AMMUNITION
- POSSESSION, USE, AND SALE OF ILLICIT DRUGS
- BURGLARY
- BREAKINGS
- STEALING OF VEHICLES
- BUSINESS AND TECHNOLOGY CRIMES (CYBER CRIMES, WHITE COLLAR CRIMES)

APPENDIX “B”

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



Commissioner of Police
Executive Management Team (EMT)
[Integrated Crime Prevention, Intervention, and Response Strategy]

Divisional Commanders & Department Heads
Strategic Policy & Planning Branch

Commissioner of Police & EMT
Divisional Commanders & Department Heads
Individual Officers understanding their roles