

Making Bermuda Safer

Bermuda Police Service
Strategic Plan 2012 – 2015



BERMUDA
POLICE
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Making Bermuda Safer



CORE VALUES

VISION STATEMENT

Professionalism

To consistently apply our knowledge and skills effectively and competently, having regard for confidentiality, proficiency, positive attitude, exemplary conduct and impeccable appearance

Integrity

To conduct ourselves with pride, honesty, impartiality and high ethical standards

Respect

To recognise and accept diversity within the Service and the community. To conduct ourselves impartially with open minds, being considerate, polite, and fair

Accountability

To use the process which involves taking responsibility for and being answerable to others for actions or lack thereof

Dedication

To enthusiastically devote ourselves to the purpose and goals of the Organisation. To be committed to do the job to the best of our abilities

Courage

To demonstrate the strength and fortitude to take appropriate actions in the face of adversity and the ability to endure any consequences that may follow

Unity

To work cohesively and harmoniously with direction and purpose towards a common goal

We see a police service working in partnership with the community for a safer Bermuda.



FOREWORD



Michael A. DeSilva, CPM, FCMJ
Commissioner of Police

I am pleased to publish the Bermuda Police Service’s (BPS) Strategic Plan for 2012 to 2015. The plan describes how the BPS intends to focus the delivery of policing services to the Bermuda community over the next three years. It is accompanied by a one-year Policing Plan that is tied to the financial year 2012/13 and sets out a specific checklist of actions that we will engage in as of 1st April. Both the Strategic Plan and the Annual Policing Plan are designed to be rolling works in progress – each being refreshed as available funding, crime activity and policing priorities change over time.

Consultation and Collaboration

The documents represent the collaborative efforts of my senior colleagues, middle managers and the Bermuda Police Association. Regular dialogue and consultation with His Excellency the Governor, Sir Richard Gozney KCMG, CVO and Minister of National Security, the Hon. Wayne Perinchief CPM, JP, MP has helped us to identify key priorities for Government House and the Bermuda Government. Community consultation has been derived from Community Action Groups (CAGs), neighbourhood watches, the Annual Public Perception Survey and the Bermuda Omnibus Survey. This plan lays out how we intend to make community consultation more robust with the introduction of an Independent Advisory Group in the future. We also submitted to an inspection by Her Majesty’s Inspectorate of Constabulary (HMIC) at the end of 2011. Their findings culminated in seven recommendations that have been incorporated in our plan – the full report can be found on our website www.bermudapolice.bm.

Statistically, 2011 recorded the lowest overall crime rate in over a decade, and Bermuda is still a safe place in which to live and work. 2011 recorded 4,300 crimes – down by 200 crimes over 2010, and 1,000 crimes less than 2009. Gun crimes were reduced by 55% over 2010. Public satisfaction with the police is high: at the time of publishing this plan 85% of Bermuda residents said they were either completely or mostly satisfied with the Police Service. At the end of 2011, 75% of Supreme Court trials for murder, attempted murder and gun crimes for the preceding eighteen months resulted in a conviction. More criminals are being arrested and more crimes are being solved.

Preparing for the Future

The plans may be ambitious, but we feel they need to be. These are difficult times for policing, even though public confidence and police performance are both high. The local context and backdrop need to be observed closely: we are still experiencing significant community harm from the devastating effects of gangs and guns. Bermuda remains in a state of economic recession, the pressures of which could fuel increases in burglaries, robberies, vehicle thefts, fraud and other acquisitive crimes. Government funding is limited and is being stretched across a broad spectrum of competing demands. And the Police Service – like every government department - is contending with financial, operational and organisational challenges.

But we are not facing these issues from a cold start. We embarked on a programme of change in mid 2009 in response to a watershed increase in gang-related serious crimes. We have systematically found innovative ways to put more police officers on the front line of operations to deliver policing services. This strategic plan sets out how we will continue to address our *community safety* priorities, look after our *people* (our staff), develop and maintain our *community partnerships* and strive to continually improve our *performance* and service delivery.

The Way We Do Business

The police cannot solve crime, violence and antisocial problems alone. Policing with the community lies at the heart of everything we do, and this is represented in our primary operational strategy: *Problem-Oriented Partnerships and Policing (POPP)*. Our work with, amongst and throughout the community is complimented by our intelligence-led approach. We use our *National Intelligence Model (NIM)* as a business process that drives decision making through the collection, assessment and dissemination of information (intelligence). We deploy our resources where and when they are most needed and where they have the greatest chance of solving and reducing crime. We can’t be everywhere at the same time, so we aim to be where we can make the biggest differences.

New Vision Statement

Our Vision Statement has been amended to combine the direction of our Mission and the element of our core business process that underpins our style of community policing:

*“We see a police service
working in partnership with the community
for a safer Bermuda.”*

Community Confidence Model

Although policing isn’t simple, it can be straightforward. We believe we have found a formula that helps us to sharpen our focus on the things that matter the most and that provides the best results. It’s called the Community Confidence Model. It starts with consulting with the community to set priorities; working together to solve the problem and reporting on the results honestly and regularly. Police action builds community trust. Trust builds confidence. Confidence creates partnerships. Partnerships solve problems and make Bermuda safer. It’s that simple (straightforward).

Get Involved

Your opinion is important to us. We welcome feedback on both plans and we hope that you will take advantage of the many opportunities to engage directly with the BPS. We are more accessible to the public than ever before and we invite you to stop by your local police station, contact your area commander or your local Community Action Team, attend one of our community meetings, start a neighbourhood watch, join a Community Action Group or just simply send your comments by letter or email. Contact details for all our senior staff ranked inspector and above are located on our website. We look forward to hearing from you.





COMMUNITY SAFETY

The Service will develop an integrated multi-agency approach to managing those offenders who cause the most harm to the community. In order to maximise our successes we will look to develop an enhanced surveillance capacity that will take advantage of all human and technical opportunities in support of intelligence-led policing.

We will continue to work diligently on reducing the threat posed by guns and gang violence and to fully implement the tenets of our Gang and Violence Reduction Strategy. We intend to do this by enhancing our armed policing capacity and

capability, maintaining our ability to investigate gun and gang crimes and developing a multi-agency approach to targeting gun and gang violence.

To ensure a professional approach to investigations we will develop an enhanced investigative capability across the organisation, develop a standardised and codified approach to investigations and enhance our investigative capability to address serious crime and crimes in action (life threatening crimes the police investigate while they are still occurring, such as kidnap and extortion).

Gun & Gang Violence

Professionalising Investigations

We will provide police commanders with detailed processes and contingencies for dealing with critical issues to ensure a consistently effective police response is delivered to serious crimes.

We will review our ability to police major events and circumstances of significant public disorder and we will further develop our mobilisation and contingency plans in that regard.



SPECIFIC INTENTS

- 1 Appoint a dedicated gang violence delivery lead at the rank of superintendent or above.
- 2 Produce an Offender Management Strategy that contributes to a multi-agency approach to managing those offenders who cause the most harm to the community.
- 3 Advance the BPS Gang and Violence Reduction Strategy by working alongside partner agencies in the Interagency Gang Task Force (IGTF) and the Interagency Gang

Enforcement Team (IGET) to tackle gang and gun violence. Participate in a systematic and coordinated effort to deter and detect violent offenders and influence changes in lifestyle for those most at risk.

- 4 Monitor, and refresh as required, our capacity and capability to effectively tackle gun and gang violence with the use of existing and potential staff and training.

- 1 Implement training consistent with the Professionalising Investigation Programme (PIP) model for all ranks and levels of expertise.
- 2 Develop a standardised approach to crime scene management that maximises forensic opportunities to gather valuable evidence.
- 3 Develop policies and procedures for responding to crimes in action, including a menu of tactical options that are pre-approved by the Service to enable commanders to make quick, real-time decisions. Provide training and implementation that standardises the approach across the Service.

- 4 Produce an annual strategic intelligence assessment that will provide an evidence based approach to control plans and tactical menus for agreed themes around drugs, roads policing, vulnerable persons, acquisitive crime, robbery, murder and gang violence.
- 5 Develop a Covert Policing Strategy that provides an increase of information and intelligence on those who cause the most harm to the community by their antisocial and criminal behaviour.

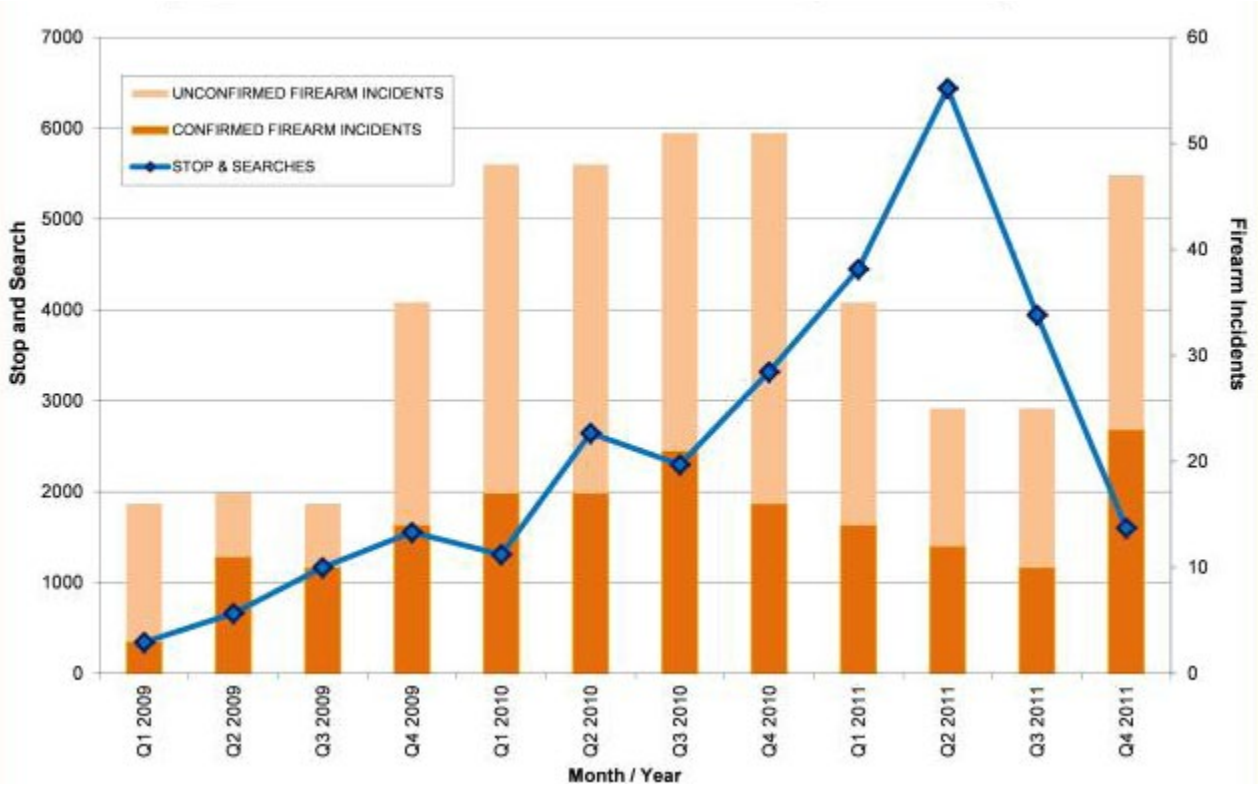


SPECIFIC INTENTS

Public Order and Firearms Response

- 1 Develop a multi-agency approach to policing major events with public and private sector stakeholders to enhance event management and create safer environments for participants and spectators.
- 2 Consider options to increase the role of the Bermuda Regiment in the response to significant public disorder to increase mobilisation and contingency capacities.
- 3 Reconcile current Standard Operating Procedures (SOPs) for dealing with public order into a best practice and policy document.
- 4 Review training standards and frequencies commensurate with SOPs to ensure there are appropriately trained staff available at all levels.
- 5 Provide appropriate equipment to our staff so that we are able to respond using the correct tactical options in the safest way possible.
- 6 Increase capacity at the gold level of firearms command by implementing the revised authority levels for the four superintendent ranks.
- 7 Increase the number of authorised firearms officers (AFOs).
- 8 Enhance firearms training for commanders and AFOs through exposure to simulated scenario based training that utilises modern training facilities and recorded experiential learning opportunities.

Stop/Searches and Firearm Incidents (2009 – 2011)





COMMUNITY ENGAGEMENT

The BPS aims to ensure a competent and appropriate level of service is always available to the public. We will make better use of our time to free-up police officers and staff to deliver quality service and to prioritise key areas and concerns that are important to our community. We will strive to ensure each personal contact with a police officer or support staff contributes to building community confidence and reflects the core values of the Bermuda Police Service.

We will engage in active collaboration between police, partners and the public to solve local crime and disorder problems, improve quality of life for residents, increase feelings of security and enhance confidence in the police. We will raise awareness of community partners to improve understanding of problem-oriented partnerships and policing (POPP), establish support for the concept and secure public commitment of working with the BPS to achieve long term solutions to perennial problems. We will also leverage existing and new POPP initiatives throughout the BPS and key partner agencies to achieve sustainable growth.

We will improve timely and reliable communications to gain insight into community issues, enhance existing successful programmes and develop new approaches. Building meaningful community engagement will enhance trust and

public confidence in the ability of the police. We will work with partners and our community to ensure joint involvement, understanding and ownership in responding effectively to local needs and priorities.



SPECIFIC INTENTS

Quality Service

- 1 Implement a differential response strategy.
- 2 Implement a Collision Policy to screen out police attendance for some non-injury collisions.
- 3 Formalise an alarm response plan to reduce the need for police attendance at certain alarm activations.

- 4 Provide quality service training for all police officers and staff.
- 5 Implement a process for routine follow up contact with victims and witnesses of crime.
- 6 Explore the potential to establish a single emergency call handling (911) centre.

Problem-Oriented Policing and Partnerships (POPP)

- 1 Develop a training routine to enhance knowledge and expertise throughout the BPS and to enable different units and teams to initiate and sustain POPP initiatives.
- 2 Provide POPP training to external partner agencies to enable them to use POPP

- methodology both in conjunction with the BPS and also with other community partners.
- 3 Identify opportunities to build and strengthen new and existing partnerships, both locally and overseas.

Communications and Engagement

- 1 Continue to introduce and support Community Action Groups (CAGs) in individual neighborhoods.
- 2 Introduce and support an Independent Advisory Group (IAG) to participate in strategic decision making that affects government, community and policing priorities.

- 3 Work with our partner agencies to enhance police engagement with schools.
- 4 Conduct regular community meetings, mobile clinics and stakeholder briefings.
- 5 Make good use of internal and external communications - including the media - to enable the communication of successes, raise community awareness and understanding and to improve communications with our partners.





PERFORMANCE

The global economic recession has had similar effects on the management of the police service as have been experienced in other areas. Our austerity measures are designed to ensure that we continue to provide the best quality service.

We will seek out opportunities for cost savings while identifying the potential for efficiency gains. In order to ensure that valuable resources are used appropriately, we will consider the implementation of a graded response system so that immediate police response is provided to critical areas of policing and minor calls for service are managed without compromising on quality of service.

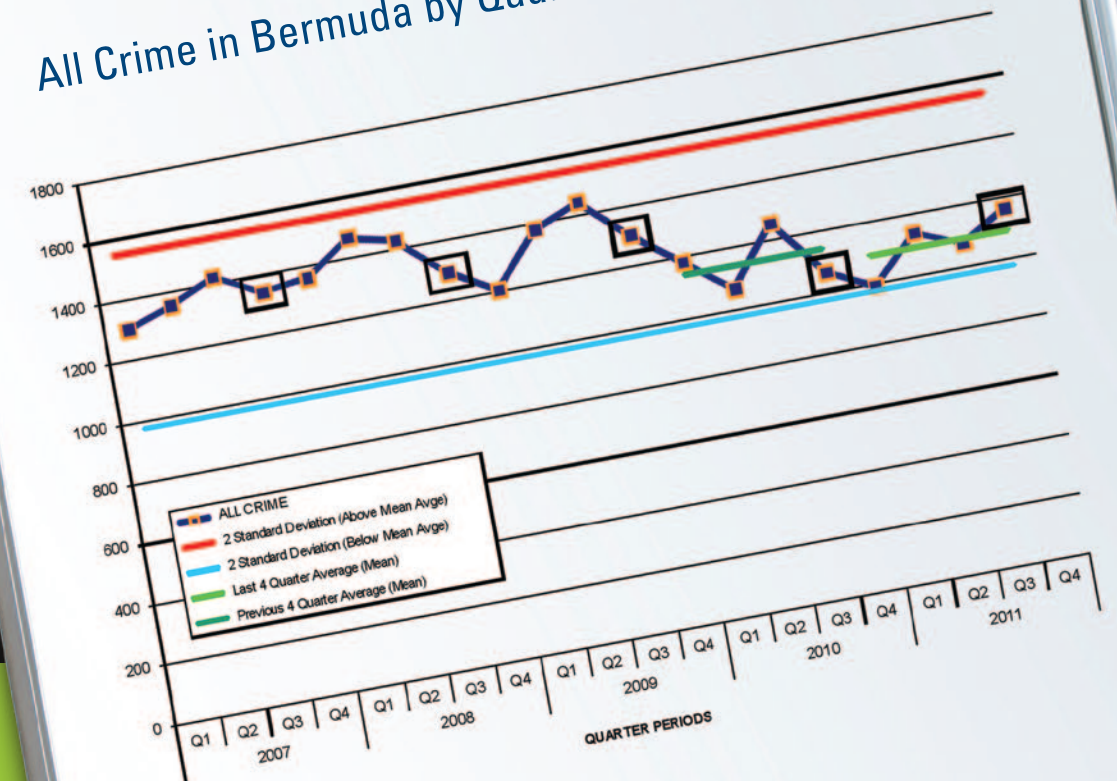
We will seek out the appropriate technology to drive our investigative and management processes. We will support the BPS objectives of providing

higher levels of safety for Bermuda through the intelligent deployment of technology and leveraging management information systems to their fullest extent.

We will ensure the right people with the right skills are performing the right job to match operational priorities and organisational goals and objectives.

We will make the best use of meeting time and we will free up staff from meetings where we can, so that they can address operations. We will continue to review the organisational need for each meeting and ensure that they are only attended by those staff that are most appropriate by the nature of their current roles and responsibilities. We will only hold meetings where they provide maximum benefit.

All Crime in Bermuda by Quarter (Q1 2007 – Q4 2011)



► Between 2009 and 2011, 28 gun cases have gone to trial resulting in 21 guilty verdicts and a conviction rate of 75%, or 3 out of 4. Sentences have ranged from 5 to 38 years imprisonment.

► 2011 saw the lowest recorded crime figures since comparative records began in 2000.

► Total firearms incidents fell by 37% in 2011: injuries and fatalities decreased by 55%.

11 firearms were recovered by police during 2011.

- ▶ 350 Kg of controlled drugs were seized last year with an estimated street value of \$52 million.
- ▶ The BPS receives an average of 116 calls for service per day, or more than 42,000 per year. This is twice the rate of similar sized jurisdictions.
- ▶ Over the last five years, traffic collisions have reduced from 58 per week to 38 per week.

The Service will ensure that all requirements are in place in order to implement the final phase (Phase 4) of the Police and Criminal Evidence Act (PACE) project relating to the detention, treatment and questioning of detained persons in custody.

We will examine internal practices to prepare the Service for the impending introduction of the



SPECIFIC INTENTS

Police and Criminal Evidence (PACE) Act Project

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| 1 | Continue the partnership work with the Attorney General’s Chambers in order to complete the implementation of PACE by finalising the Codes of Practice and amendments to the parent Act. | 4 | Examine opportunities for electronic file systems to automate the link between the police custody facility and Magistrate’s Court. |
| 2 | Develop capacity at the sergeant rank through recruitment and training in order to provide a high quality of service to the new Custody Unit at Hamilton Police Station. | 5 | Connect the electronic Custody Information System (CIS) to the police Records Management System (RMS) for a fully automated and computerised tracking system of all persons arrested and detained in custody. |
| 3 | Consider all medical support options and cost alternatives in order to provide an appropriate level of 24/7 medical service to the Custody Unit. | 6 | Prepare and implement a training plan for all staff’s awareness of PACE Phase 4. |

Public Access to Information (PATI)

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| 1 | Identify funding and resources to manage the implementation of the PATI programme. | | Management System (RMS) is compatible with PATI requirements. |
| 2 | Introduce a robust retention and disposal policy for police records and information. | 4 | Provide RMS data for a new publication scheme that maximises the availability of information on the BPS website. |
| 3 | Ensure computerised records are automated and accessible and that the new Records | | |

Public Access to Information (PATI) legislation.

In order to monitor our performance and be in a position to report accurately to the public, we will review our key performance indicators and develop new measurements as needed that support strategic objectives. Where appropriate, we will determine realistic and achievable targets.

Technology Solutions



SPECIFIC INTENTS

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| 1 | Develop a strategy to assist the BPS in managing information and technology over the next five years. | 5 | Enhance communications by creating an intranet for use by all employees, and maximising public access to and interaction with the external BPS internet website. |
| 2 | Upgrade and expand the existing Closed Circuit Television (CCTV) system. Consider the implementation of Automatic Number Plate Recognition (ANPR) technology and ShotSpotter acoustic gunshot systems to prevent, deter and detect serious crimes through enhanced electronic surveillance. | 6 | Create interfaces with external databases to establish real-time communication links with policing partners, locally and overseas. |
| 3 | Upgrade and expand the computerised police Records Management System (RMS) and Computer Aided Dispatch (CAD) system. | 7 | Implement mobile computing that includes Global Positioning Systems (GPS), Geographic Information Systems (GIS or “crime mapping”) and video cameras mounted in vehicles or carried on officers’ uniforms. |
| 4 | Implement a work flow system that is enhanced by a new data management, collection and integrity system for improved accuracy of records. | 8 | Improve and expand radio and cellphone communications to support effective service delivery. |

Organisational Efficiency

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|---|--|---|--|
| 1 | Consider realistic ways of reducing operating costs for the BPS without compromising service delivery by identifying realistic and achievable gains, value for money initiatives and adopting proven best practices. | 5 | Review the BPS organisational and management structure against current levels of budgetary funding and operational priorities in order to establish more efficient and effective line reporting systems, resource allocations and operational deployments. |
| 2 | Assess all external contracts for services and consider more effective alternatives from competitive vendors. Consider sharing contracted services and/or operational costs with other government agencies. | 6 | Review the current meeting structure to establish terms of reference, attendees, standing agendas, time requirements and frequencies. Standardised meeting protocols will be established and meeting records will generally be made available to all staff by way of the intranet. |
| 3 | Review and implement a graded response policy to maximise effectiveness and ensure that the deployment of resources focuses on genuine emergency responses and operational priorities. | 7 | Examine existing key performance indicators and identify indicators that effectively relate to crime, public perception and public confidence in the police. Develop divisional, departmental and unit indicators. Determine realistic and achievable targets, and incorporate those in individual staff Performance and Development Reviews (PDRs). |
| 4 | Establish a system to identify process improvements within the BPS to maximise efficiency and productivity with a particular focus on reducing bureaucracy. | | |





PEOPLE

The Service wishes to promote a culture of learning within the organisation that will allow for high quality learning opportunities and provide dynamic methods of teaching so that staff can develop to meet or exceed organisational needs. We wish to retain existing qualified staff whilst utilising an effective recruitment process to attract suitably qualified residents to join the Service. We will also look for opportunities to increase the number of officers in the Bermuda Reserve Police to enhance the BPS's ability to provide quality policing services.

We will create an environment where information is communicated clearly, accurately and in a timely manner to ensure that employees understand the decisions that are made across the Service.

We will ensure that professional standards are clearly communicated, that all employees are adhering to the Code of Conduct and that their actions and behaviours are consistent with our Core Values.

We will work to implement an occupational health system that focuses on prevention and is capable of responding to and meeting the needs of both the organisation and the employees.

SPECIFIC INTENTS

Recruitment / Learning & Development

- 1 Create a Recruitment and Retention Plan.
- 2 Review entry-level standards.
- 3 Regularly review the Performance and Development Review (PDR) process and address any deficiencies.
- 4 Conduct regular job satisfaction surveys.
- 5 Implement a Learning & Development Plan.
- 6 Develop a framework to promote greater diversity within the Service.
- 7 Develop the mediation skills of supervisory staff so that more informal methods of dispute and conflict resolution are used and less reliance is placed on the formal grievance process.
- 8 Update the Promotion Policy.
- 9 Develop and implement a framework for a learning organisation.
- 10 Review the entry level requirements and the role of the Bermuda Reserve Police to broaden diverse representation and enhance community policing.
- 11 Review the system of compensation for the Bermuda Reserve Police.
- 12 Review the training plan for the Bermuda Reserve Police.

Internal Communication

- 1 Implement a formal structure for meetings between supervisors and their staff.
- 2 Ensure implementation plans are made mandatory for all new policies/strategies.
- 3 Provide regular opportunities for all staff to engage in discussions on issues that affect the Service.
- 4 Build an intranet for better internal communications.
- 5 Hold regularly scheduled meetings between the BPS command, Bermuda Police Association, the Bermuda Public Service Union and the Bermuda Industrial Union so that all BPS employee issues are effectively monitored and addressed.

Professional Standards

- 1 Review the Professional Conduct Policy and introduce performance and conduct reports – as a means to improve standards.
- 2 Hold regularly scheduled awareness sessions on the Code of Conduct for watches and units.
- 3 Develop a more practical approach to teaching employees about professional standards.
- 4 Initiate short term mediation for complaints against police that are of a minor nature.

Occupational Health

- 1 Consolidate all existing occupational health policies into a single policy.
- 2 Conduct regularly scheduled seminars, watch briefings and e-training to raise awareness amongst employees.
- 3 Increase the skills of the occupational health intervention team.
- 4 Review staffing requirements to ensure that required occupational health services can be provided within existing resources.
- 5 Implement a Health and Wellness Policy.
- 6 Hold regularly scheduled safety and health meetings to ensure compliance with legislated obligations.
- 7 Plan and promote regular sporting and cultural activities to enhance morale and team spirit within the Service.



HER MAJESTY’S INSPECTORATE OF CONSTABULARY (HMIC) REPORT 2011

The Bermuda Police Service is not subject to statutory inspection by Her Majesty’s Inspectorate of Constabulary (HMIC), but has been inspected at the request of His Excellency, the Governor, Sir Richard Gozney, KCMG CVO, in consultation with the Commissioner of Police. The inspection was conducted by HM Assistant Inspector of Constabulary, Mr Vic Towell, MBA DipCrim (Cantab). The inspection included a preparatory visit in June 2011 and a subsequent visit during November 2011.

The Governor has since released a copy of the HMIC Report to the public, a copy of which can be viewed on the Bermuda Police Service website: www.bermudapolice.bm. In the report, the HIMC has made seven key strategic recommendations to the BPS which are provided below:

- 1

Develop a Strategic Plan which sets out the direction and objectives for the Force over the next three years. The document should include a vision, mission and values and be refreshed annually.
- 2

Construct an Annual Policing Plan for 2012/13 as a delivery mechanism to achieve the desired outcomes within the Strategic Plan.
- 3

Articulate the benefits to Government of a strict process to confirm police budgetary settlements in advance of the financial year end, and complete a medium-term financial plan.
- 4

Consider the appointment of a dedicated gang violence delivery lead (perhaps at superintendent level) with personal responsibility for managing a violence reduction plan on a daily basis, and who is accountable to the Commissioner.
- 5

Encourage the formation and participation in multi-agency partnerships aimed at eradicating gang-related violence.
- 6

Develop covert and overt tactical options and incorporate them in a violence reduction strategy, with prevention, enforcement and rehabilitation outcomes.
- 7

Commence a Human Resources programme to modernise the workforce through a range of initiatives which aim to increase the recruitment of Bermudians, identify and support talented officers and staff for progression, secure a proportionate representation of female officers, and civilianise non-police posts.



SENIOR COMMAND TEAM

Commissioner of Police	Michael A. DeSilva CPM FCMI
Deputy Commissioner of Police	Mike Jackman BSc (Hons) FCMI
Assistant Commissioner (<i>Operations</i>)	Paul M. Wright MSc CBII FCMI
Assistant Commissioner (<i>Serious Crime</i>)	David Mirfield LLB (Hons) Dip. Crim.
Superintendent (<i>Community Policing</i>)	Martin P. Weekes BSc (Hons) FCMI
Superintendent (<i>Support Services</i>)	James Howard MM/HRM BSc (Hons) FCMI Dip. Crim.
Superintendent (<i>Serious Crime</i>)	Antoine Daniels BSc FCMI
Superintendent (<i>Drugs & Intelligence</i>)	Darrin E. Simons (<i>acting</i>)
Human Resources Manager	Michael Trott MA
Finance Manager	Wanda Bluefort MA CPA
Information Management Services	George Mensah BSEE, MBA, PMP (<i>acting</i>)
Commandant Reserve Police	Jerry Robinson
Deputy Commandant Reserve Police	Cannoth Roberts
Superintendent Reserve Police	Sandra C. Robinson





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