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BERMUDA
POLICE
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Annual Policing Plan 2010

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Foreword

Michael A. DeSilva, FCMI
Commissioner of Police

The need for police to focus their efforts on front-line operations has never been greater than in recent times. Our community continues to grapple with an escalation in the use of guns and associated gang violence. The impact of these crimes is being felt across all segments of society. The friendly and tranquil Bermuda that we are internationally known for is being threatened by recurring and alarming news of violence.

In the autumn of 2009, the BPS shifted a number of staff to ensure that we have as many officers as possible working directly on community policing and investigating crime. We now have 85% of our staff working in the three police stations, criminal investigations, serious crime unit, Police Support Unit, gang team, drug unit, fraud, traffic and marine. 10% of our staff supports these efforts in our Intelligence Division, and 5% work in administration and training.

Each police station has a dedicated Community Action Team (CAT) that works hand in hand with members of the public to bring about real changes to neighbourhoods, solve community problems and improve our quality of life. We also have armed police officers - a new paradigm for Bermuda - on patrol 24 hours a day.

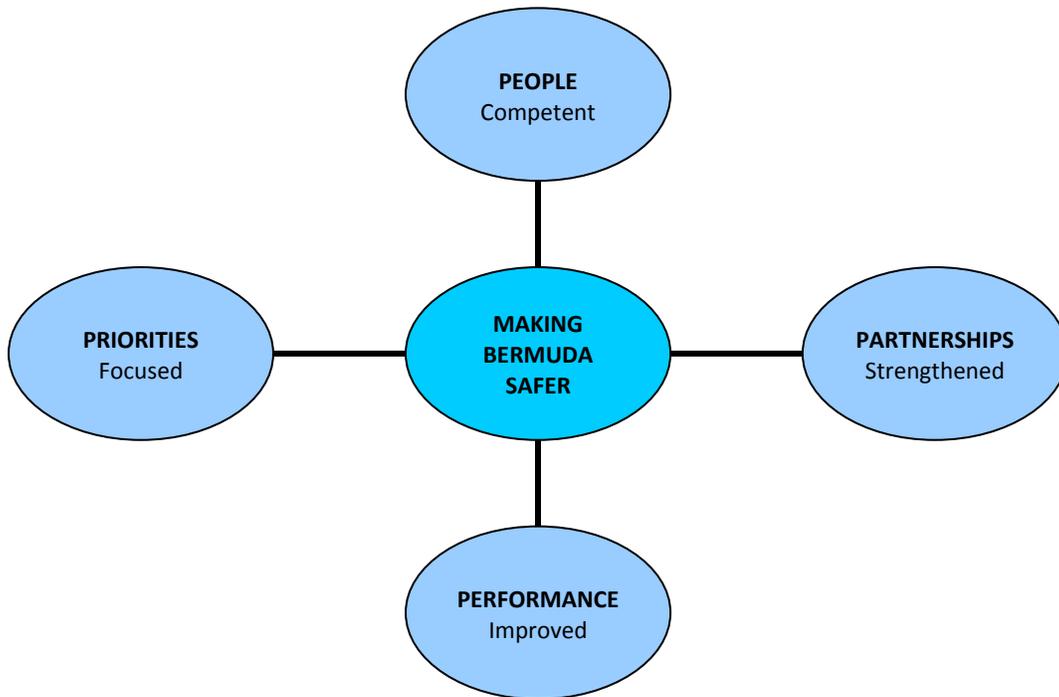
A New Mission Statement - "Making Bermuda Safer"

The public call for improved service at the operational end of policing has caused us to take a hard look at the way we do business. In addition to realigning our staff and services, we have reviewed our Mission Statement and we have changed it to reflect our commitment to public safety. Our work is aimed at "Making Bermuda Safer," and everything we do is intended to help achieve this goal. In other words, making Bermuda safer is the reason police officers and civilian staff come to work.

Having a single-focused and clear mission makes it easier to identify the key priorities we need to commit to. We believe there are five areas that most need our attention in order to make real progress towards improved community safety:

- Tackling Crime
- Enhancing Public Confidence
- Policing With the Community
- Modernising the Service
- Optimising Performance

Taking this one step further there are four work streams that encompass these priorities, and this is where we will put our resources, focus and energy. We have termed it, "the four P's of Policing: People, Partnerships, Priorities and Performance."



Vision 2010

We have a new vision, too. Looking forward, the answers to the community's problems lie within the community and within its people. We are proud to be a part of these solutions and starting in 2010 we see a brighter future ahead:

Vision Statement

We see a community that:

- has less violence, crime, disorder and drugs
- enjoys safer streets
- has confidence and trust in the police
- partners with the police to resolve community problems
- provides information to convict persons who commit crime

We see a community that makes a difference.

We see a police service that:

- provides visibility, reassurance and community engagement
- prioritises our responses to address the greatest threats to the community
- is accessible to the public and communicates openly
- works with all partners to promote safety and prevent crime
- attracts, trains and develops qualified and motivated staff who are committed to achieving the highest standards of performance

We see a police service that makes a difference.

We see a Safer Bermuda.

It is with great pleasure that I present this operational policing plan from the Bermuda Police Service to the Bermuda community. It represents collaboration between our senior officers, senior civilian managers and our Police Association executive committee. It also reflects the contributions and endorsements of His Excellency the Governor, Sir Richard Gozney KCBE, and the Minister of Labour, Home Affairs and Housing, Lt. Col. David Burch OBE (Mil), ED, JP.

I invite your feedback on our plan and your assessment of how we are doing in 2010.

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PEOPLE

Our staff are integral to the creation of a Safer Bermuda. We are committed to train, develop and support all our staff to achieve the highest standards of competency and performance. We will aim to deliver a timely, efficient and quality service, while encouraging the trust and confidence of the public whom we serve.

We will implement a **professional standards framework** that improves professionalism, prevents corruption, deals with misconduct expeditiously and leads to increased public support. This will include:

- an update to the 1974 Police Discipline Orders
- the establishment of a Professional Code of Conduct
- continued close working relationship with the Police Complaints Authority.

A **wellness and fitness policy** will be designed to encourage our members to make educated healthy lifestyle choices, prevent sickness, safeguard mental health, improve productivity and efficiency and reduce healthcare costs. This includes:

- ensuring the Health and Safety Committee is operating with full compliance to the Act
- reviewing shift patterns to ensure they balance operational needs with welfare needs
- making better use of existing gym facilities
- creating wellness and fitness programs.

Our young staff are the future life-line of the Service and they deserve our investment of time and energy in order to become efficient and effective police officers. We will create a **mentoring, coaching and learning culture** throughout the BPS by implementing an enhanced **Tutor Constable Programme** in 2010. Mentoring and coaching protocols will be further established to provide the same professional development environment **at all ranks**. A new **appraisal system** that is competency based and linked to job descriptions and ranks will be designed to enhance the mentoring programmes.

The men and women of the **Bermuda Reserve Police** are a valuable asset to our Service as they help keep our numbers up on the street. We will continue to invest in their training and development to enhance their ability to **assist with operational policing**. We will explore new ideas to **increase their numbers** by making the organisation more attractive to volunteers from within the community.

We will develop a **Local Recruitment and Retention Plan** to increase Bermudian representation in all ranks. While we recognise and appreciate the value of our colleagues from other countries the police service must strive to be an **employer of choice for young Bermudians** who are looking for opportunities to serve their community. And once we attract more of them to join the Service we will make long term investments to encourage our staff to make **long term career plans** with us.

PARTNERSHIPS

Making communities safe requires the police and the community to work harmoniously. The **Problem Orientated Policing and Partnership (POPP)** approach outlines how we intend to work in partnership. Community problems are best resolved when **all the stakeholders get involved** and many solutions for crime and disorder can be found in better housing, health, education and environmental design. Stakeholders include Government, public and private sector agencies, the business community, schools, churches, neighbourhoods and individual residents. This approach encourages the public to build confidence and trust in the police, because they have a **relationship** with the police. We are continuing the work started in 2008 by training all BPS staff in the POPP model in order to fully engage communities. Full operational roll-out will be completed in 2010 and **POPP will be the way we do business**.

Citizen focus is high on our agenda. The basis of citizen focus is to obtain a clear **understanding of what members of the public want**; what matters the most and what is important to individual neighbourhoods and communities. The police use this understanding to **deliver policing services** that people find easy to access, relevant and useful to them. Citizen focus sits at the heart of partnership policing and this year will see a number of new **public-centred initiatives** being developed, including:

- engagement with area MP's, Parish Councils, and other community representatives
- schedule of meetings with key partners
- Community Action Groups
- advisory groups in each of the three geographical areas to provide feedback to local Area Commanders
- school programmes
- community impact assessments
- crime prevention initiatives
- media strategies and associated staff training to improve the way we share information with the public
- a formal system for measuring POPP successes
- enhanced use of our website www.bermudapolice.bm including online registration of complaints and public satisfaction surveys
- expanded use of technology for communication to the public via Facebook, Twitter and cell phone text messages
- a stronger corporate image through the use of our uniform, our Police Crest and other iconic symbols that brand the image of the police.

The circumstances that bring the public into contact with the police are not always the most pleasant, but that doesn't mean the experience should have to be a negative one. We know that **the way in which we treat people** is a significant factor in how good - or how badly - the public feel about the police. We are conducting training for all staff in **call handling procedures** in order to improve our **quality of service** and the level of **public satisfaction**. Additionally, we are developing a **Complainant Policy** that provides a structured follow-up to victims and witnesses of crime to **keep them up to date** with the status of their investigation and ensures we provide the right level of care to enhance confidence in the police.

PRIORITIES

We recognise the value of technology in tackling crime and we will develop and use modern and reliable systems to **direct the deployment of our resources**. We will be proactive in our approach to crime and provide a timely and effective response to those crimes which have **the most significant impact on the community**. We will continue to build **partnerships with local and overseas agencies** to increase our capability to tackle criminal, gang and drug activity.

Troubled neighbourhoods and those being affected by gang violence will continue to be our highest priority. **Community Action Teams (CATs)** are already embedded in these neighbourhoods to provide highly visible effective patrols, improve community relationships, help to solve problems and enhance public confidence.

Our **Gang and Violence Reduction Strategy (GVRS)** will formalise our approach to this serious problem and will include detailed action plans of how we intend to work with partners and stakeholders to **provide interventions** along the life-cycle of criminal offending including: (a) **prevention and deterrents**; (b) **catching and convicting**; (c) **rehabilitation and resettlement**. Our GVRS will include:

- identification of Prolific Priority Offenders (PPOs) that become the subjects of our most relentless investigations
- a targeted deployment plan for the Drugs Unit that focuses on supply reduction and asset forfeiture
- best practice review by FBI, US and UK police services
- conducting gang disruption training workshops for BPS staff and other stakeholders
- use of covert policing technology
- conducting training for DPP counsels and BPS investigators in the use of special investigative measures and the related public interest immunity issues.

Maintaining operational readiness and capacity will feature in our list of priorities. We will **explore overseas options** to increase our staffing in the short term while we continue to follow our longer term plan of **building up our local resources**.

In order to ensure our officers are always available to respond first to the most serious calls for service, other non-emergency calls may have to sometimes wait for a response. A **Differential Response Policy** will create a graded system of prioritising calls so that we send our officers where they are needed the most. We will explain this policy clearly to the public to keep expectations realistic and to prevent frustration.

We are ready to implement the **National Intelligence Model (NIM)** which is a systemised sequence of meetings that police commanders use to determine the “who, what, where, why, when and how” of crime patterns. Decisions are made on **facts** and **resources are sent to where the problems are**. The NIM process includes the identification of communities that need CAT attention along with a system of directed priority patrols that defines the places our officers will patrol during their shifts.

The collection, analysis and dissemination of criminal intelligence sit at the centre of the NIM. We will upgrade our computer servers and implement an **electronic intelligence submissions process** (MEMEX) service-wide to ensure the right people get the right information at the right time.

Investigations rely on physical and forensic evidence. We will create a **computer forensic lab** and provide appropriate training to staff. A new **computerised exhibit tracking system** will make it easier to handle exhibits and we will designate a **property storage location** that will centralise our property and exhibit management.

Training will be a priority in 2010. **Overseas attachments in gang units** will provide on-the-job training for some of our front-line officers. We will complete the **Senior Investigating Officers (SIO)** development programme that commenced last year and we will provide refresher training to existing SIOs. **Family Liaison Officer** training will increase our pool of officers that provide support to families of the victims of serious crimes. **Cold case management** training will help us systematically review old investigations to see if they can be resolved. **Gun crime-scene reconstruction** will add to the capabilities of our Forensic Support Unit and reduce the reliance on overseas experts. We will deliver **firearms training** to ensure we maintain our ability to provide highly qualified firearms officers in our Armed Response Vehicles (ARVs).

Our **Roads Policing** and **Marine Policing Action Plans** contain enforcement and education campaigns aimed at improving driver behaviour, **making our roads and waterways safer**, reducing collisions **with an emphasis on fatalities** and **reducing the numbers of stolen vehicles and vessels**. To these ends, we will continue to work with our partners in the Ministry of Transport, Ministry of Works and Engineering, the Road Safety Council and the Council for Alcohol & Drug Abuse Prevention (CADA). Our efforts will also seek to **deny criminals the use of roads** for carrying out crime.

PERFORMANCE

We are developing a **performance management framework** to standardise how we record crime and our policing activities. Access to accurate and timely information helps us **identify our priorities** and ensures that we **place our resources where they are needed the most**. **Open, honest and full reporting** to the community allows the public to assess the effectiveness and efficiency of the police service. **Public consultation and feedback** then helps the police to respond to the needs of the community. We will present a **positive corporate image**, **promote confidence** in the police and **demonstrate value for money** in the use of public funds.

We will implement a revision of our **Performance Indicators** that will define what is to be measured, and why. Performance measures will include: reported crime; detections; staff sickness levels; proactive initiatives; public complaints against police; public satisfaction with police. We will reorganise our **records management system (RMS)** in preparedness for the introduction of **Public Access To Information (PATI)** legislation, and in anticipation of moving to an **upgraded computerised RMS** as soon as appropriate levels of funding will allow.

We will invite the public to assess our effectiveness annually with an external **Public Perception Survey**, along with quarterly **Public Satisfaction Surveys** on our website. Open communication with the public - to receive as well as give information - is the cornerstone of our **communication strategy**.

High performance requires high performers. We need **all police officers to be engaged in police work**, and we want to avoid using our staff for jobs that do not require a police officer to perform. We will examine any non-traditional roles that we may still be carrying out and make recommendations to the Minister accordingly. **Alternate service delivery options** may actually prove to be more cost effective in the long run and will free up a few more officers for the front line.

In furtherance of the full implementation of the **Police and Criminal Evidence (PACE) Act**, and in anticipation of occupying the new Hamilton Police Station in 2011, we will continue to prepare the BPS for the fourth and largest phase of the PACE project. We will:

- ensure that the station is fit for purpose and complies with the Act
- prepare and train officers for the formalised role of Custody Sergeant
- secure a computerised Custody Information System
- develop DPP charging and bailing guides
- introduce custody health care
- implement a formal caution disposal process.

Conclusion

This Plan is not a “wish list” of blue-sky objectives but rather a series of activities that are designed to bring about real, meaningful changes that **address the most important issues we are facing**. The items in this policing plan identify where the priorities are for our organisation and they will help keep our staff on track. We will work together to ensure we are all putting our time, energy and money into those things that **make the greatest difference to our performance**.

At the end of the year we will know we have succeeded because members of the public will report a new look and feel about the police: **competent people; stronger partnerships; focused priorities; improved performance**.

We acknowledge that the plan is an ambitious statement of twelve months work and that some initiatives will require effort beyond this year. As necessary, the Bermuda Police Service will continue those initiatives into 2011 as part of a “rolling” approach to annual planning. In the meantime, we are well underway in 2010 towards **Making Bermuda Safer**.
