



Annual Policing Plan



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Making Bermuda Safer

MAY 2013



FOREWORD

The 2013/14 Annual Plan of the Bermuda Police Service (BPS) is the second of three plans under our three-year Strategic Plan for 2012 to 2015. The annual plan is aligned with the financial year 1st April 2013 to 31st March 2014 so that funding and operational priorities are considered together. The plan reflects views and concerns expressed by a cross-section of people in Bermuda. It also takes into account the Bermuda Government's priorities for the police service, along with those priorities held by His Excellency the Governor. This final document represents the shared aims across the community for the police to deliver a high quality of service that is focused on people and aimed at safety.

Bermuda continues to be in a time of economic restraint and the coming year is likely to present economic challenges. We police a modern and complex society with increasing demands being made of our limited resources. The BPS will continue to adapt, adjust and make necessary cost savings where we can. Despite the financial challenges, we are committed to providing efficient and productive policing services that reduce crime and antisocial behaviour. But we can't do everything; in order to be effective, we must prioritise our activities.

Our particular focus this year remains on those crimes that are of most concern to the local community: guns, gangs, drugs and violence.

The mission of the BPS is "*Making Bermuda Safer.*" We will continue that pledge this year, but we have heard the feedback from the public: residents want the police to make Bermuda feel safer as well. In small communities like ours, the fear of crime is just as important as the actual crimes themselves. The impact on neighbourhoods can be devastating and fear can perpetuate the cycle of violence into future generations. Our energy must therefore be put into those activities that inspire public confidence and make a difference in people's lives. This year, we will ensure that we focus our work on five basic policing functions:

- 1 Bring dangerous offenders to justice.
- 2 Make our neighbourhoods safer.
- 3 Reduce the fear of crime.
- 4 Provide visible, accessible and effective patrols.
- 5 Calm the traffic on our roads.

This policing plan is a list of actions. It contains a description of the inputs we will make at the front, and the outputs and outcomes that we expect will result. But our work in the community is more than a checklist; it is a reflection of who we are as police officers and what we stand for. We are committed to providing a service to the people of Bermuda that is underpinned by, and is an expression of, our Core Values. Our pledge to the community is to embody these principles in everything we do: we treat everyone with respect; we work to earn the trust of the public; we are accountable for our actions; we are professional, fair and caring; we are honest and act with integrity.

I encourage you to visit us on Facebook or on our website at www.bermudapolice.bm to stay up to date with our progress. I invite your feedback on this plan or on how we are doing generally, and encourage you to feel free to drop me a line at mdesilva@bps.bm.

Michael A. DeSilva CPM

Commissioner of Police

April 2013





ANNUAL POLICING PLAN

The Annual Plan is organised into five areas of work that form the acronym TEMPO:

Tackling Crime

Enhancing Public Confidence

Modernising the Service

Policing with the Community

Optimising Performance



TACKLING CRIME

1 Targeted Operations:

- We will continue to gather information from the public and work with our partner agencies to monitor known criminals with the aim of disrupting criminal activities. By joining efforts and focusing on priority and prolific offenders (PPOs), we intend to weaken gangs by bringing their most dangerous members to justice.
- Targeted operations will be made against people and places, and relentless investigations will pursue those who commit serious crimes.

2 Asset Seizure:

- We will increase our capacity to investigate money laundering and other offences connected with unlawfully obtained property. By taking greater advantage of the powers under the Proceeds of Crime Act, we intend to take the profits away from criminal gangs by seizing their cash and assets, and diminishing the allure of the gang lifestyle.

3 Expansion of CCTV:

- We will continue to roll out CCTV cameras across the island to assist in deterring, detecting and solving crime. We will also enhance current technology to include the use of Automatic Number Plate Recognition (ANPR).
- By increasing the coverage and capabilities of the cameras, we intend to restrict criminal use of our roads and gather more evidence against criminals.





ENHANCING PUBLIC CONFIDENCE

4 Increased Visibility:

- We will have more patrols available for deployment, especially in areas where the need has been identified. Our officers will also spend more time on foot patrol, walking through streets and neighbourhoods so that they are accessible to the public.
- Accessibility also includes timely call-back and follow up, and we will ensure that victims and witnesses of crime are kept informed of the progress of their cases. By raising our visible profile and engaging with people more regularly, we intend to make our communities feel safer.

5 Selective Traffic Enforcement Programme (STEP):

- We will take advantage of the fact that we are deploying more patrols in public and we will pay closer attention to road safety. The STEP approach will encourage motorists to change their poor habits and improve general driving standards.
- We intend to make the roads calmer – and safer – by targeting dangerous driving behaviours with strict enforcement, and by reducing the number of fatal and serious collisions that occur in Bermuda.

6 Anti-Corruption Framework:

- We will expand our current pre-employment screening practices, including drug testing, to the general conditions of employment for police officers. Enhanced vetting will be developed for certain sensitive areas of the Service such as firearms, drugs, intelligence, financial crime and vulnerable persons.
- The public deserves to be policed by an agency that is free from corruption, and can demonstrate that it is so. We intend to provide the evidence that we are honest and trustworthy, in return for greater public confidence in our ability to do our work.



MODERNISING THE SERVICE

7 Records Management System (RMS):

- We are nearing completion of the implementation of a new computerised RMS and a Computer Aided Dispatch (CAD) system that will allow us to manage information in an automated way. The RMS/CAD systems sit at the heart of our entire record keeping and include complaints of crime, case management, custody and arrest data, conviction details and initial dispatch information.
- By bringing these highly anticipated systems online, we intend to provide a prompt and effective response to calls for service. This will enhance the way in which we dispatch and prioritise calls to ensure that those with the most urgent need for service are attended first.

8 Call Centre and Non-Emergency Line:

- We will establish a Call Centre to provide support to non-emergency calls for service by managing reports that do not require an immediate police response.
- Recognising that many minor traffic collisions do not need the attendance of a police officer, we will review our policy to ensure we only attend collisions where we are required. The majority of alarm activations are not genuine and police attendance is not necessary. We will work to reduce the amount of time we spend attending false alarms.
- We will use the time gained to ensure that we can target the specific needs of the community as a first priority.

9 Communication via Social Media:

- We will build our capacity to use social media to prevent and solve crimes, strengthen police and community relations and enhance our services. By using social media in a proactive manner we intend to keep the public better informed and to provide faster, more modern methods for the public to stay in touch with us.





POLICING WITH THE COMMUNITY

10 Problem Oriented Policing and Partnerships (POPP):

- Community policing remains the cornerstone of our work, and we will revisit and refresh our POPP strategy to ensure that it continues to meet the needs of the community. Gang problems in particular have a broad set of causes, which cannot be addressed by the police alone. We will work with the many other public agencies concerned, as well as non-statutory organisations, to play our part in reducing illegal gang activities and their impact.
- We will ensure that all POPP initiatives and qualitative evaluations are documented and that best practice is shared with our partners and the public. We will continue to work with partners to deliver joined-up community education and prevention initiatives. We will focus particularly on our school partners and help to deliver consistent lesson plans on gang resistance, drug awareness and road safety.
- We intend to build on the strong links we have already made with communities in partnership to tackle antisocial behaviour and other issues that most affect people's quality of life. We intend to increase public awareness of our Community Action Teams (CATs) and their initiatives.



11 Public Consultation:

- We will continue to meet regularly with the public through community clinics and town hall meetings, in order to report on our policing activities and to listen to the public's feedback.
- We will expand the Neighbourhood Watch Scheme and Community Action Groups in partnership with the Ministry of Public Safety. We will introduce an Independent Advisory Group that represents the broad community to assist the BPS with the development of strategic responses to national issues. We will continue to have full regard to the results of the annual Public Satisfaction Survey and the quarterly Bermuda Omnibus Survey to gather feedback from the community, and to use the information to identify and close any gaps in our performance.
- We intend to engage directly and effectively with communities - at neighbourhood, parish and national levels – in order to help shape the services we deliver to Bermuda.

12 Public Event Safety:

- Safety at major public events is a community concern and we will work in partnership with the Ministry of Public Safety to initiate a programme of liaison with event managers, organisers and community partners with a view to establishing a Code of Practice for staging such events.
- We intend to ensure that public safety is not compromised at public events by promoting high standards of safety planning and management to increase the safety of participants and to reduce inconvenience to the motoring public and local residents.





OPTIMISING PERFORMANCE

13 Deploy Resources Effectively:

- We will amend the organisational structure to increase the number of staff on patrol and to simplify lines of communication and chains of command. Wherever possible, support staff will be deployed to enable officers to undertake work that requires police officers. We will review the use of all police resources – including uniform and non-uniform officers, vehicles and other equipment – to ensure they are being utilised to their greatest effect and to the best benefit of the community.
- A newly formed unit will assist with data inputting of crimes and incidents and reduce the need for patrol officers to return to police stations to enter computer reports.
- We will review the role and structure of the Bermuda Reserve Police in order to use their volunteer hours in the most effective way possible.
- We intend to reduce bureaucracy and optimise the use of information technology to enable our officers to spend more time on operational duties.

14 Highly Productive and Motivated Workforce:

- Having commissioned a Staff Survey Report in late 2012 for all police and support staff, we will review the recommendations and findings to address satisfaction gaps identified in the report.
- We will continue to educate all staff on issues of diversity, respect and dignity, and we will continue to challenge all forms of harassment or discrimination in the BPS.
- We will ensure that the training needs of the Service are met, with emphasis being placed on the critical areas of guns, gangs, drugs and violence for operational officers, and leadership and management for supervisory officers.
- Senior Commanders will be made more visible to front-line officers and support staff, and they will encourage 360-degree feedback from all levels of the organisation in terms of our performance and operations.
- We will establish welfare and wellbeing strategies that promote our employees' physical and emotional health and reduce absenteeism levels.



- We intend to support the delivery of high quality policing services by developing an effective workforce with the skills and values to meet the needs of the communities we serve.

15 Value For Money:

- The BPS is committed to delivering a high level of service whilst managing the need to reduce spending. The increase of \$1.5M in the 2013/14 budget represents 2012 salary adjustments and provides for the hiring of up to 30 additional police officers in this financial year.
- A review by Management Services of our 100 support staff positions is already underway and is due to be completed in May. We expect to redeploy some of our support staff in more effective roles that support operations more closely.
- We are cognisant that 80% of our budget is assigned to payroll costs. Accordingly, we will work closely with the Bermuda Police Association to identify potential savings in police pay and benefits. Strict controls will remain in place regarding the approval of overtime, which has been reduced by nearly 50% in the last four years.
- We intend to continue to find areas in our current account where savings can be made and costs can be reduced. But Value For Money doesn't just mean cutting budgets: we will maintain a strong focus on performance, improving efficiency and increasing productivity as well.

2013/14 Budget Highlights: \$71,000,000

450 Police Officers	\$42,100,000
Overtime	\$4,000,000
96 Support Staff	\$5,860,000
100 Bermuda Reserve Police	\$415,000
Electricity	\$1,063,000
Telecommunications	\$1,216,000
Boats & Engines	\$250,000
Vehicles	\$500,000
Computers & upgrades	\$550,000
Revenue from licences	\$556,000



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MISSION STATEMENT

Making Bermuda Safer

VISION STATEMENT

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

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