

# Strategic and Operational Plan 2021-2026



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*Making Bermuda safer*

# Our Mission

*Making Bermuda safer*



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## Our values

**Trust** – We support our staff to make decisions and take action.

**Learn** – We reflect, we learn, and we improve.

**Courtesy** – We are considerate to all while discharging our duties.

## Our vision

We provide a first-class service.

We protect victims, particularly those most vulnerable.

We work in partnership to solve problems.

Our staff make a difference in the community.



# Commissioner's introduction

Thank you taking the time to read the Bermuda Police Service's (BPS) Strategic Plan for 2021 to 2026.

As Commissioner of Police, I am extremely proud of the capabilities we have to serve the communities of Bermuda. With a workforce of 500 officers and staff we provide a response to issues 24 hours a day across the 365 days of the year, predominantly working in partnership with the various agencies across the island.

The demand on policing is ever evolving and complex. I often refer to what we do as an iceberg. In that the public see only a part of our activities, whether it be through community policing or response officers on patrol. However, our duty, primarily to protect life and protect victims, is one based on the prevention of crime not least to protect those most vulnerable in our communities.

We are an intelligence led organization with great skills, assets and technology to understand the risks and threats that arise and to take action to prevent this.

Policing demand has changed significantly over the years. The evolution of cyber platforms enables criminal parties to commit acts in ways that require equal skill sets to respond. Bermuda is also vulnerable because of its many great international abilities, not least the significant financial sector that the island is rightly proud of and brings to the country great economic benefit. However, this factor is attractive for organized criminals who seek to money launder and commit other forms of financial crime and it is necessary for us to build strong capabilities to prevent these acts not least through the many partners who work on this agenda. We also see continuing incidents of gang related gun crime and other serious violence. Whilst great inroads have been made in partnership with Government to intervene and redirect young men at risk of such behaviour, noting that 2019 saw no homicides recorded in Bermuda; a position not seen for 20 years, we cannot be complacent and there remains each day a critical need to maintain an effective intelligence response to negate such serious that can often result in tragic outcomes for families. We also still see serious injury and fatality taking place on our roads. Whilst we invest heavily in our roads policing capabilities the ultimate solutions to prevent such incidents lies within partnerships, not least the great work done by the Road Safety Council who we are a key partner of.



Commissioner of Police Stephen Corbishley

Finally, we are committed to do more in response to hidden harm, that is crime that takes place behind closed doors or online such as domestic abuse, towards both adults and children, as well as sexual exploitation. Whilst rises in crime often bring questions to the policing response this is a category the BPS wants to see more reports being made as it reflects confidence in victims that they can step out from the shadows of their victimization and trust the BPS and other partners to help and protect them.

I am delighted to the support we continue to receive from Government, noting our budget has been retained for the ongoing financial year, despite the fact that Bermuda, as with all parts of the world, finds itself in a challenging period of austerity. However, community safety is a significant aspect that requires investment to protect Bermuda in being a safe place to live, work and visit.

The BPS are committed to community safety for all, through partnership and the individual efforts of each member of our organization to serve their communities. In this regard we have introduced a new '7 Ambitions' plan for the service, which is contained in the document, to support and develop each member of the BPS to reach their full potential and create a work environment that values their effort and collectively enables us to work as an even better team.

We will achieve even more going forward with our new plan to make Bermuda Safer.

# Deputy Commissioner

Bermuda is our home. It is where we raise our families, work & play. We are a close community. The issues that affect us are played out in all of our backyards. When discharging our duties, we interact with people that we have close ties with. It is from this strong sense of connection that we police our community and when you consider other jurisdictions; this is clearly a strength. We are keenly aware that we police by the consent of the community. That consent is inextricably linked to how confident you, the public, and our own staff, feel about the service we provide.

As Deputy Commissioner, I ensure that the Bermuda Police Service provides the highest levels of service, operates within the boundaries of our Code of Ethics, and the expectations built on the community's trust and confidence. I echo the Commissioner's deep sense of pride for our Support Staff, Reserves and Sworn Officers alike, and the service we provide to the community.

Recently, having led a more focused professional standards journey, I am confident we are becoming more of a learning organisation. Indeed, it is crucial that we learn from our experiences and the feedback we receive. We won't always get it right; but we are committed to doing right by our communities and our staff.

In developing our plan, we listened carefully to the Government's feedback to incorporate succession plans that reduce our reliance on consultants and make greater use of technology for better efficiency. We also examined how we need to adapt to better meet the challenges of modern police. Violent crime, hidden harm, more technology enabled crime, combined with a reduced head count, and a greater call for transparency and accountability, were issues that influenced our thinking. This plan is owned by the BPS Senior Leadership Team and will be delivered over a four-year period.

Some of the plan's golden threads include; a partnership approach; serving better; developing our staff; and leveraging technology. All are designed to enhance our service in a way that builds on the community's trust and confidence and makes us proud to serve.



Deputy Commissioner of Police Darrin Simons

These are uncertain times. While, under the leadership of the Government, we have been spared a more serious impact of COVID-19, we must still consider the COVID-19 impacts of lower-than-expected revenues and unplanned expenses. This will mean difficult choices for us all. This plan is ambitious; yet balances those urgent economic realities with the pressing need to modernise the workforce and position the Bermuda Police Service for the future.

There is opportunity in uncertainty and this past year has seen us develop our non-emergency call centre (211) as well as an online crime reporting capability in record time. We have been dynamic and agile in attending to the seismic shift in what we consider 'normal life' all while effectively responding to the threats of serious and organised crime. These are examples of the creativity, dedication and hard work of the women and men of the Bermuda Police Service. Our people truly are our best asset, and we look forward to delivering this plan and serving you better.

# 7 Ambitions



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## 01 Commitment

A revised PDR structure enabling greater self-development and professional progress in the BPS.

## 02 Community and Culture

A revised Culture Board structure. Introduction of 'champions' across the service representing key groups and departments to reflect and develop organizational culture.

## 03 Well-being and feeling safe

A new staff well-being board to address absenteeism and improve organizational health and safety. Increased focus and support towards issues of well-being including mental health.

## 04 Success

Introduction of a new Recognition and Reward framework, focusing on committed performance, leadership, and going that extra step in acts of public service.

## 05 Empowerment

The introduction of a new leadership and self-development training programs.

## 06 Equality and fairness

The introduction of an Equality and Fairness Board to ensure an open and inclusive BPS, accountable for decisions and a forum for issues to be raised and acted upon.

## 07 Team and family

A program of social, sporting and other events across the calendar year to bring colleagues together.

Much has changed since the implementation of the our last BPS strategic Plan, which means we have updated our priorities in order to respond to new challenges. The vision and mission for this new Strategy will guide us to a successful delivery.

# Priorities 2021-2023



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## 5 Strategic Priorities

- 01.** Reduce serious crime and protect vulnerable persons
- 02.** Raise confidence in the police
- 03.** Reduce harm on our roads
- 04.** Work in partnership
- 05.** Develop digital policing







## Reduce serious crime and protect vulnerable persons

Everyone deserves to live in safety, free from harm and abuse regardless of their age, race, colour, ethnicity, gender, religion or sexual orientation. The most vulnerable people are often at greatest risk of becoming victims of crime. Although safeguarding vulnerable people is complex, the BPS will adopt a 'Whole System' approach to tackling serious and organised crime, that includes stakeholders beyond the traditional law enforcement community.

1. We will recognise and deal with vulnerability to prevent victimisation.
2. We will deliver mental health training for all staff.
3. We will conduct victim focused investigations and deal effectively with serious and organized crime.
4. We will enhance our specialist investigative policing capabilities.
5. We will enhance our ability to prevent the criminal use of financial systems to benefit from crime.
6. We will increase investigative capacity and capability through development of a clear succession strategy.
7. We will review and implement a revised National Intelligence Model (NIM) meeting structure.
8. We will invest in our Public Order and Firearms regimes through training and command leadership.



# Raise confidence in the police

Policing is key to the safety of our society. It requires the community's support at every level. Without the cooperation of the public, policing does not work. We must ensure that the community receives a visible and accessible service by engaging in ways that meet the specific needs of our communities. We will continue to develop our successful approach to problem solving with the community to share information and learning and co-ordinate the use of our resources to minimise harm. When the community feels safe, this positively impacts their satisfaction and moves them to support the police.

1. We will develop a communication plan that better shares with the public what we are doing (e.g. town hall briefings, social media platforms).
2. We will keep victims better informed with the development of new standards for post incident contact.
3. We will improve our first contact procedures through the utilization of the THRIVE call handling model.
4. We will implement processes to solicit direct feedback from service users, share the learning and apply the lessons learnt.
5. We will continue to develop Professional Standards and Anti-Corruption capability & capacity.
6. We will introduce anonymous staff reporting to encourage ethical reporting and frank exchange of ideas.
7. We will implement a drug testing and lawful business monitoring policy & capability.
8. We will develop information sharing agreements, publicize appropriate material on open-source platforms to demonstrate transparency.







## Reduce harm on our roads

Effective roads policing is vital to ensuring the community feels safe. By working with partner agencies, we continue to make our roads safer, through a combination of enforcement, education and partnership working. The BPS is committed to effective, visible roads policing that reduces collisions and creates a safe and secure environment for all road users.

1. We will conduct intelligence led roads policing enforcement to reduce speed and distracted driving.
2. We will increase roadside sobriety testing to reduce drink driving.
3. We will work with our partners to examine road design measures that reduce serious collisions.
4. We will implement technology to improve collision investigations and traffic enforcement.
5. We will continue to support the Road Safety Council and review our Roads Policing Strategy.



# Digital policing

We will invest in technology that makes us better at tackling crime, reduces costs, makes our staff more efficient and supports our partnership work and other agencies.

1. We will increase digital forensic and cybercrime investigation capacity and capability and create a Digital Evidence Strategy.
2. We will replace our network switching Records Management System.
3. We will replace paper bound policing processes with digital ones and implement electronic document management systems.
4. We will refresh and upgrade the national CCTV infrastructure.
5. We will replace our body worn video cameras and implement dashcams in vehicles.
6. We will train core computer skills for a modern workforce.







## Work in partnership

Keeping our community safe is all of our responsibility. Working together, in partnership, is essential to delivering a joined-up approach that tackles the challenges we face.

Collaboration is key to problem solving, an approach that requires police and community to work together proactively, to prevent crime, reduce reoffending to 'Make Bermuda Safer' .

1. We will work with our communities to create plans that identify, priorities and direct how we will engage, mobilize and protect them.
2. We will develop our links with faith-based communities and other hard to reach groups (e.g. LGBTQi).
3. We will identify and work in partnership to address our vulnerable population, including the homeless.
4. We will work with schools and youth organisations to reduce offending behaviour and victimisation
5. We will develop information sharing agreements in regards to key agendas (PATI/PIPA), publicizing appropriate material on open source platforms to demonstrate transparency of service.
6. We will continue to support the Multi-Agency Offender Management model, the National Cybersecurity Governance Board and the National Anti-Money Laundering Committee.
7. We will take the lead to develop a Multi-Agency Safety Hub (MASH) to protect vulnerable
8. We will partner with the Royal Bermuda Regiment Coastguard in patrolling Bermuda's waters and provide Marine Parish Constables.





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