



BERMUDA  
POLICE SERVICE  
**STRATEGIC PLAN**  
2016 – 2018



*Making  
Bermuda  
Safer*







BERMUDA  
POLICE SERVICE  
COMMUNITY  
POLICING  
DEPARTMENT  
INTEGRITY  
COURAGE  
DUTY  
HONOUR  
RESPECT

HAMILTON POLICE STATION

35837

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# FOREWORD



It is my privilege to present the Bermuda Police Service Strategic Plan for the period 2016 to 2018. This is the second strategic plan during my tenure as Commissioner of Police. The plan comprises five areas of strategic focus for the next three calendar years, commencing in January 2016. Specific objectives for each of those years will be provided in the form of separate Annual Policing Plans that will coincide with the Government's financial years from 1st April until the following 31st March. This ensures there is approved funding available for each specific project that might require it. In this way, strategic plans define "*what*" we are going to do, and "*why*." The annual policing plans then define "*how*" we are going to do it, and "*when*." The five strategic priorities outlined in this plan are:

- 1) Tackling Crime and Antisocial Behaviour.
- 2) Engaging with the Community.
- 3) Making the Roads Safer.
- 4) Investing in Our People.
- 5) Optimising Technology.

As Commissioner, I share responsibilities for the Bermuda Police Service both with His Excellency the Governor and the Minister of National Security. The Governor has overall responsibility for the police, internal security of Bermuda, and general policy regarding public safety. The Minister is responsible for establishment, recruiting, training, equipment, and finance. The Commissioner commands the Service and independently controls operations and administration. When setting strategic direction for the Police Service, therefore, it is important to consider together the needs and views of Government House, the Bermuda Government and the Police on the management of crime, good order, public security and road safety, and the use of public funds towards these ends.

The needs and views of the whole community on these issues are equally as important. This document represents collaboration between the police, the public and the Government. Consultation was also held throughout the Service and included each body that represents our staff: the Bermuda Police Association, the Bermuda Public Services Union and the Bermuda Industrial Union. This year, for the first time, we invited a number of private citizens to form an ad-hoc advisory group to be part of the planning process, and we are grateful for their voluntary assistance in helping to shape the final document.

We have narrowed our focus to a set of areas for development that represent shared concerns and agreed priorities across the board. We will deliver improvements in areas that make real differences in people's lives. We will succeed in this vital work through the deployment of competent and capable staff who are trained and experienced to deliver quality service. Additionally, we will give our staff the tools that they need by investing in technology that makes us more effective and efficient.

We have been careful to ensure that our plan places a sharp focus on what can realistically be achieved. Part of that reality-check involves the consideration of budgets and available funding. This has not been an easy task as this strategy spans the Government's three-year plan to reduce public budgets by targets of 7%, 5%, and 3%. The reductions in spending on policing and the resulting requirement to create savings have presented significant challenges to find



solutions that do not threaten our performance. We cannot “*do more with less.*” With 85% of our budget allocated to salaries and benefits, there is little fat left to trim from operational costs. In 2015, for the first time in decades, we had to make the very difficult decision to let some of our overseas officers’ contracts expire in order to reduce payroll costs.

We are not alone in this predicament. There are many other jurisdictions where law enforcement agencies have found creative ways to cope with significant budget reductions. We have been following international trends closely, and we have a number of solutions in mind of how to “*do the same with less.*” We will explore options to improve efficiency by consolidating people, places, and responsibilities. We will focus on our core functions without the distraction of non-policing roles that we have inherited over the years. Our five operational policing priorities are to:

- 1) Enhance public confidence.
- 2) Provide highly visible front-line policing.
- 3) Respond quickly to emergencies.
- 4) Conduct timely, quality focused investigations.
- 5) Protect vulnerable people.

In short, we will scrutinise the way we do business to ensure that we provide value for money while keeping our sights tightly fixed on the Service’s key operational priorities.

In the foreword of the Strategic Plan 2012 – 2015, I wrote: “*These are difficult times for policing.*” The same can be said again on this occasion. These are tough times – although perhaps for slightly different reasons. Notwithstanding the financial challenges we face and the complexities associated with modern policing, this plan will put the Bermuda Police Service in a good position to deal with change over the next three years. During his term in the 1960s as US Attorney General, Robert F. Kennedy said, “*All of us might wish at times that we lived in a more tranquil world, but we don’t. And if our times are difficult and perplexing, so are they challenging and filled with opportunity.*”

I look forward to delivering on this plan and I am encouraged about the future changes and improvements that its implementation will bring about. Please contact us if you have any questions, feedback or advice. Contact details for all our senior staff are listed on our website at [www.bermudapolice.bm](http://www.bermudapolice.bm).

## MISSION

Making Bermuda Safer.

## VISION

We see a Police Service working in partnership with the community for a safer Bermuda.

## CORE VALUES

**Professionalism:** To consistently apply our knowledge and skills effectively and completely, having regard for confidentiality, proficiency, positive attitude, exemplary conduct and impeccable appearance.

**Integrity:** To conduct ourselves with pride, honesty, impartiality and high standards.

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

**Accountability:** To use a 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.



## TACKLING CRIME & ANTISOCIAL BEHAVIOUR



The escalation of gang tensions during the past five years gave rise to unprecedented levels of gun violence, which, at its peak, resulted in an average of one shooting every ten days. The violence rocked our community and stretched police resources to their limits. Gang and gun crime became a single-mission focus for the police, and every available police resource was directed to tackle the problem.

Working diligently in a holistic partnership with government and community partners has resulted in a significant reduction in the number of shootings. In the first eleven months of 2015 there were two shootings resulting in the death of one man and injuries to two others. There is much to acknowledge in terms of the national response to this violent epidemic that has yielded many positive results. Many valuable lessons have been learned that have been incorporated into our joint efforts to further reduce violence.



However, it is clear that the problem has not been solved. Many core issues remain to be addressed and the tensions have not entirely gone away. Now is not the time to ease up on our efforts.

**Gangs & Violence** – The sharp spike in violence led to the development of our Gang and Violence Reduction Strategy in 2010. This document provided the framework for an enhanced law enforcement approach to reducing violence, coupled with opportunities for partner agency and community involvement in tackling the problem from all angles. We will refresh the strategy to ensure that we continue to reduce the harm caused by the violence attributed to gangs and the criminal use of firearms. We will continue to work in partnership to target those criminals who pose the greatest threat to our communities. We will further invest in government and community partnerships and participate in joined-up offender management, education programmes and prevention programmes.



**Antisocial Behaviour** – We will continue to assess risks and provide an appropriate intelligence-led policing response to local

nightlife activities and regular sporting matches. We will deploy highly visible and effective patrols wherever they are needed in order to reduce crime and antisocial behaviour and to help residents and visitors feel safe.

**Public Safety & Event Management** – Through a system of planning and engaging with organisers and stakeholders well in advance of the events, we will provide an effective and appropriate response to large-scale public events. We have attached a Police Inspector to a full-time post as National Emergency Planning Officer at the Ministry of National Security Headquarters. His responsibilities include disaster management planning with the Emergency Measures Organisation (EMO) and developing protocols for public event planning. We will aim to address concerns around large events and resolve problems so that disruption to the public is minimised and public safety is maximised.

We will continue to work with America's Cup Bermuda Limited (ACBDA) in preparation of the 35th America's Cup to be held in Bermuda in June 2017. Our annual policing plan for 2016/17 will provide specific details on the planning measures that we are taking, while the 2017/18 plan will detail the specific operational actions to be executed during the event.

**Public Disorder** – When the police are called to deal with public disorder, the overarching principle is to work in partnership with key stakeholders to provide a safe policing response that is proportionate to the threat. The central aims are to protect life and property, maintain peace and good order, minimise risk to the public, and to use the least intrusive and coercive law enforcement measures possible to reduce harm.

The central aims are to maintain peace and good order, minimise risk to the public.

We will ensure that our staff are suitably equipped and appropriately trained to effectively deal with a range of public disorder scenarios. In the event of large-scale public disorder, a formal partnership is being developed with the Royal Bermuda Regiment to provide capacity and resilience to the police.

#### **International Law Enforcement Co-operation –**

We will closely monitor international trends of organised crime and be alert to any signs of emergence within Bermuda so that responsive police action can be taken quickly. This will require the maintenance of close relationships with our international law enforcement partners to assist with our own threat assessments and local response plans. Specifically, we will focus on:

- **Terrorism** – We will take measures to protect our community from the threat of harm caused by violent extremism. We will seek to expand and formalise information sharing agreements with local agencies, overseas law enforcement partners and border control agencies to assist in developing reliable intelligence that supports accurate threat assessments.
- **Organised Crime** – Many organised criminals have a global reach and a local presence. We will investigate signs of organised crime groups that might attempt to take a foothold in Bermuda and exploit our international accessibility. We will focus in particular on money laundering, terrorism financing, human exploitation, drug and firearm trafficking, and corruption.
- **Cyber Crime** – This is an area of law enforcement that is relatively undeveloped as compared with other areas of policing. Cyber attacks span a wide spectrum that range from small email scams against individuals to complex large-scale attacks aimed at national infrastructure. We will look to international partners, such as the National Crime Agency (NCA) in the UK and the Federal Bureau of Investigation (FBI) in the USA, for practical advice on the best measures that are appropriate and achievable for the Bermuda Police Service to adopt.



**Financial Crime** – We are committed to our partnership with the National Anti-Money Laundering Committee (NAMLC). We will ensure that our Financial Crime Unit is adequately staffed with suitably qualified personnel to provide investigative capacity for local financial offences. We will look to enhance our ability to use local asset confiscation and forfeiture laws to take away profits from criminals. We will prepare for and support the next mutual evaluation of anti-money laundering and anti-terrorism financing compliance by the Financial Action Task Force, due to be held before 2018.

**Partnership Working** – Responsibility for making communities safer does not lie solely with the police. The Bermuda Police Service has enjoyed considerable support for its community policing approach – a system in which there is a role for everyone to play.



Partnerships are essential and we will continue to form effective local and overseas partnerships with government departments, community and voluntary sector agencies, businesses, and the public. We will address crime and antisocial behaviour together, using all of the resources available.

Partnerships operate on the understanding that problems are jointly owned and solutions are not just left to the police. Rather, the most effective solutions involve the efforts and expertise from across the broadest spectrum of the community.

We will expand our partnership with the Bermuda Fire and Rescue Service to establish a jointly operated 911 emergency dispatch and non-emergency call centre.

**The most effective solutions involve the efforts and expertise from across the broadest spectrum of the community.**

We will continue to build additional capacity and resilience through joint working arrangements with the Royal Bermuda Regiment for maritime patrols, public order response, explosive ordnance disposal, and underwater search and recovery.

We will assist HM Customs Bermuda with interdiction efforts at the island's airports and seaports to help reduce opportunities for the criminal use of commercial and private transport to smuggle guns and drugs. We will continue to play a lead role in the Emergency Measures Organisation (EMO), chaired by the Minister of National Security, and we will improve the physical plant in which EMO operations are conducted.

We will continue to participate in the strategic, operational, and community levels of the Government's Interagency Gang Task Force (IGTF). We will look to foster closer operational relationships within these groups. We will formalise information-sharing agreements in order to develop more effective methods of joined-up offender management and reduce re-offending.



**Restorative Justice** – We support initiatives that prevent crime and reduce offending.

Restorative Justice is an approach that places an emphasis on repairing the harm caused by criminal behaviour. It is primarily aimed at providing relief to victims with a form of mediation and/or restitution from the offender. The practice can also impact offenders and influence them to resist re-offending. Many jurisdictions accept that Restorative Justice should be integrated with the criminal justice system (CJS) as a complementary and alternative process that improves outcomes for victims. And, where appropriate, the approach keeps people out of the formal system. We will collaborate with our CJS partners and other local agencies and community organisations to consider the development of a system of Restorative Justice in Bermuda. Such a system will focus on repairing the harm done to communities, people and relationships rather than only punishing offenders.



## ENGAGING WITH THE COMMUNITY



It is vital that the public has confidence in the way we deliver policing services. By providing a consistently high level of service to every individual, every family and every community, we hope to promote even stronger levels of public confidence in the services that we provide. It is important that we deal with local concerns and issues which have an impact on the quality of daily life and that we seek the public's views on these issues.

Trust in the police is our first priority. If the public trusts the police and are confident in our ability, they will feel safer and help us to do our job. We will continue to work and earn that trust by being open, accessible and responsive to the needs and views of the community.



**Public Consultation** – We are committed to consulting with the whole community so that public opinion, views and concerns factor into our policing plans. We will continue to develop Community Action Groups (CAGs), particularly in the neighbourhoods that will benefit the most. CAGs are groups that are set up within communities so that residents can be involved in identifying solutions to the specific problems in their area. CAGs are volunteer working groups and their membership is drawn from neighbourhood residents, Parish Councils, local businesses, schools, police and other groups. These are the implementers who are responsible locally for responding to the problems a community wants to tackle.

We will develop more formal structures, such as advisory groups, to broaden the degree of consultation to which we involve the public, especially on matters of national importance. Advisory groups provide an independent body that police services can consult with on issues affecting the community. The membership comes entirely from the public and their views are sought to shape the police and community response to specific incidents, or to help formulate strategic direction on broader issues. For the first time, an advisory group was consulted in the development of this strategic plan.

**Neighbourhood Policing** –The Bermuda Police Service Problem Oriented Policing and Partnerships (POPP) strategy defines our approach to community policing and it forms the cornerstone of our operations. Community Action Team (CAT) officers rely on partnerships to build stronger communities.

Troubled neighbourhoods and those being affected by gang violence or antisocial behaviour will continue to be our highest priority. CATs are already embedded in those neighbourhoods and they work to improve community relationships, help to solve persistent and emerging problems and enhance public confidence. We will continue to co-ordinate the national Neighbourhood Watch

Programme, which currently comprises 140 active Neighbourhood Watch groups across the island. Residents that participate in neighbourhood crime prevention efforts contribute to our mission of making Bermuda safer.



The launch of a Neighbourhood Watch Group in Sandys Parish

*Good communication  
is at the heart of strong relationships.*

**Youth Engagement** – Young people are often just as likely as adults to have contact with the police. We recognise that such contact can have a significant impact on children and young people and we are committed to providing effective, supportive and positive interactions that build strong relationships between the youth and the police.

We are very focused on those young people that are at risk of being victimised or who are in danger of entering the criminal justice system at a young age. By engaging in local partnerships the police will help to provide early intervention opportunities that have a real chance of reducing crime and antisocial behaviour amongst youth. Such partnerships currently include delivery of the Gang Resistance Education and Training (GREAT) programme with the Ministry of Education, the Youth Police Initiative and Homework Academy with the Family Centre, Beyond Rugby Bermuda, and the MIRRORS Programme. Our CAT officers provide regular interaction in schools and we have a dedicated schools resource officer for the island's two senior schools.

We will continue to support the many officers and staff who volunteer outside the police service to assist agencies such as Big Brothers and Big Sisters, Girl Guides, Boy Scouts, community centres, church groups and youth sports programmes.

**Child Safeguarding** – We all share a collective responsibility for safeguarding children and protecting them from harm, including the protection from exploitation, maltreatment and other threats impacting the health and development of children. The police have a specific role to play by providing an investigative response to every report of child abuse, and such reporting is a mandatory obligation made under the Children Act 1988. Further, we are mandated by the Act to assist the Director of Child and Family Services to fulfil his lawful duties. To this end, we have a long-standing and highly developed relationship with the Department, and we have recently expanded the number of specially trained investigators in this field.



*If the public trusts the police and are confident in our ability, they will feel safer and help us to do our job.*



*We all share a collective responsibility for safeguarding children and protecting them from harm.*




We will work with partner agencies and police colleagues locally and abroad to ensure that examples are shared where multi-agency partnership approaches have provided valuable learning in efforts to keep children safe and promote their welfare. We will focus on the co-ordination of prevention, assessment, intervention, referral, investigation, and prosecution as it relates to the protection of children.

**Communication Strategies** – Good communication is at the heart of strong relationships. We will develop media strategies and expand the use of our website and social media to keep the public informed and engaged with the latest news from the police. We will place particular emphasis on reaching young people by using contemporary communications channels. We will also provide a wide variety of forums and public meetings to inform people about our initiatives as well as to seek the community's involvement in local problem-solving and crime prevention.

**Internal Inspections** – Her Majesty's Inspectorate of Constabulary (HMIC) routinely inspects police forces in the UK as a matter of legislative requirement. The role of HMIC is to promote improvements in the efficiency and effectiveness of policing. This is accomplished through inspecting, monitoring and advising individual police forces based on their performance. The overall goal of HMIC is to serve the public interest by ensuring continuous improvement in the quality of policing services.

The Bermuda Police Service is not required by law to be inspected by HMIC, but we have volunteered for regular inspections for more than 30 years. Having an independent review of our strategic and operational plans, administrative systems, and organisational processes is a sensible way to affirm the things that we are doing well, and to identify the areas where there is room for improvement.

Our last HMIC inspection was held in 2012, meaning that we will be due for another inspection during the lifespan of this strategic plan. We will consult with Government House and the Minister of National Security to secure funding and agree on appropriate timings for another formal review. Further, we are working with our police colleagues in other British Overseas Territories to consider a system of peer review and inspection that will be modelled along the lines of the HMIC inspection regime.

A front-facing view of a white Toyota police car. A police officer wearing sunglasses and a uniform is visible through the windshield, sitting in the driver's seat. The car has a light bar on the roof. The word "POLICE" is printed in large, blue, stylized letters across the front of the hood. The Toyota logo is visible on the front grille.

# POLICE

**MAKING THE  
ROADS SAFER**





Between 2008 and November of 2015, there were 91 fatal road traffic collisions in Bermuda. This tragic loss of lives outstrips the number of gang-related murders during the same period by a ratio of more than 3 to 1. Against the backdrop of this staggering comparison, we have shifted our operational focus towards road safety.

**Road Safety Strategy** – Launched in 2015, our Road Safety Strategy is a community collaboration that is designed to save lives, make our roads safer and increase public confidence. At the centre, the plan calls for intelligence-led, robust enforcement from the police. But enforcement must be balanced with professional

judgment and discretion that aims to influence driving behaviour. We will calm the roads through increased visibility and directed patrols. We will work to reduce the total number of traffic collisions with an emphasis on reducing the number of deaths on the roads. Targeted efforts will also be aimed at reducing the frequency of impaired driving.

**Road Safety Partnerships** – In addition to enforcement, the strategy provides two other opportunities to engage drivers and influence changes in their own behaviour. The first is to ensure that prevention and education efforts support the development of safe drivers. The other is to design rehabilitation measures that deter traffic offenders from re-offending. We will work with government and community partners to deliver a joined-up approach aimed directly at road safety and to provide multiple solutions from across the full spectrum of our community.

Prevention and education must be designed to create safer drivers.

Technology also has a significant role to play in road safety. A considerable investment has already been made by the Government to establish an island-wide

public CCTV network with 150 cameras at various locations along the island's road system. Some of the cameras are fitted with automated number plate recognition software that can identify vehicles by their registration plate. We will consult with the Government to explore other CCTV analytical functions that can be supported on the network with a view to further enhancing road safety, such as speed cameras. The Ministry of Transport is already

considering other technology hardware, such as instruments for roadside breath testing. We will continue to collaborate on this initiative and offer our advice on best practices.







## INVESTING IN OUR PEOPLE



Each member of staff in the Bermuda Police Service is integral to the mission of “*Making Bermuda Safer*” whether they are sworn police officers, civilian support staff, volunteer members of the Bermuda Reserve Police, or police cadets. We rely on trained, competent people to deliver efficient, quality services at the highest professional standards. We will continue to make meaningful investments in the training and development of all our staff to ensure that we are fit for the roles we perform.

**Diversity & Equality** – Bermuda is a diverse environment and understanding the different needs of individuals, groups and communities is an important part of our commitment to equality, diversity and human rights. We are dedicated to providing the highest quality service to everyone

that lives, works and visits here. We will ensure that everyone has equal access to all the services we provide and we will treat everyone with dignity and respect at all times.

This commitment to the community starts at home. We will foster a professional working environment that values differences, treats people fairly, judges people on their merit, and provides opportunity for all our staff.



#### **Transformational Leadership & Professional**

**Development** – We will invest in the development of our staff as leaders and problem solvers. We will deliver a programme of transformational leadership that builds a culture of shared leadership and decision-making at the lowest possible levels.

We will provide training and developmental opportunities across different departments within our own organisation, as well as in other government departments and with international law enforcement partners. The leaders of tomorrow will be given the tools and experience that they need today.

**Operational Efficiency** – In light of continuing austerity and limited finances it is now more important than ever before that the police work as efficiently as possible. We will aim to mitigate any effects that reductions in budgets and staff might have on our operations and service delivery. We will streamline our organisational structure with a particular focus on consolidating facilities, assets, resources and responsibilities within the Service. We will increase the ratio of constables to supervisors through natural attrition to achieve greater efficiency of supervision and to reduce bureaucracy.

*We rely on trained, competent people to deliver efficient, quality service at the highest professional standards.*

In addition to current and projected budgeting programmes that require the police to reduce costs, there is a demand that we will do so without compromising our quality of service. To help us reach budget reduction targets while sustaining operational delivery levels, we will examine our business processes to ensure that all our police officers are engaged in police work. We will work hard to avoid using officers for jobs that do not require police training to perform. We will make recommendations to the Government for alternate service delivery through a combination of civilianisation, outsourcing and transferring responsibilities of any non-traditional roles that we may still be carrying out.

**Occupational Health & Safety** – Considerations of safety and occupational health are priorities for the people engaged in our workplaces. We will foster a safe and healthy work environment with a strong focus on preventative measures. Our new Occupational Health Unit has been established to provide a multidisciplinary approach to delivering complete physical, mental and social well-being initiatives for our staff.



**Support Staff Development** – Members of our Support Staff team account for nearly a quarter of our full-time employees. We will ensure that appropriate funding is invested in training and development opportunities for these members. We will undertake a review of job descriptions and make updates as needed to bring them into line with the actual roles and functions that our staff performs.

**Bermuda Reserve Police** – Members of the Bermuda Reserve Police provide vital support to the mission of the police service by harnessing volunteer efforts from the community. We will encourage recruitment efforts to increase their numbers to 100 officers representing an increase by 30%. We will seek to further enhance diversity within their ranks that is commensurate with the diversity in the community they serve. We will streamline the command and control structure within the Reserves so that an emphasis is placed on providing much-needed operational support at the front line of policing and to reduce the inefficiencies of multiple layers of supervision. To assist with the recruitment effort,

*We will foster a safe and healthy work environment with a strong focus on preventative measures.*





we will review the current “bounty system” of remuneration and consider a more modern and appropriate compensation method.

**Professional Standards & Performance** – The Police (Discipline) Orders 1975 are forty years old and out of step with modern practices. The existing framework for managing the long-term sickness of police officers does not adequately serve the health and welfare needs of those officers and ensure that they remain fit to serve. The current discipline system is designed to punish offenders who are found guilty of discipline offences rather than addressing unsatisfactory performance and misconduct, and influencing improved performance.

We will consult with the Government to bring about legislative amendments to replace the old discipline process with a modern system that places an emphasis on rehabilitation and learning, rather than punishment, although serious cases that warrant formal proceedings will also be provided for. We will modernise our policies on misconduct, unsatisfactory performance and attendance management and create a culture that reinforces positive behaviour and encourages personal improvement. We will review our Core Values and Code of Conduct and update them to reflect a new focus on positive behaviours, rather provide a list of prohibited behaviours. We will also introduce a system of enhanced vetting in key and sensitive positions within the Service as an anticorruption measure.

**Organisational Accreditation** – We will equip our organisation with the tools it needs to succeed. To demonstrate our commitment to putting our people first, we will work to achieve organisational accreditation from an internationally recognised body. By following best practice in the management of people and resources, we will aim to optimise our performance and deliver the best possible service to the public.

**Estates Development** – The police estate requires significant investment to ensure that it is fit for purpose. Apart from Hamilton Police Station, part of the Dame Lois Browne Evans building that was opened in 2011, most of the buildings we occupy are old and worn down. Many are not habitable, including our Headquarters at Prospect.

We are working with the Office of Project Management and Procurement and the Ministry of Public Works to develop realistic and affordable plans to achieve needed improvements in our physical plant. We will look to reduce the number of rented accommodations that we occupy, thereby reducing expenditure on rents. We will pursue opportunities to accommodate more staff in buildings owned by Government.





# OPTIMISING TECHNOLOGY

We will invest  
in technology  
that makes us  
more efficient.

The collection, analysis and dissemination of information form the basis of intelligence-led policing. In 2015 we invested in a new records management system, including new hardware and software applications to modernise our main technology infrastructure.

We are committed to ensuring our technology provides modern, automated assistance to our operations while delivering value for money. We will consult with the Government to invest in technology that makes us more efficient at our job and contributes to public safety.



**Technology Strategy** –We will conduct an assessment of our current technology capabilities, our future requirements, and our capacity to meet those needs. This strategic plan will benefit from a separate technology strategy that will position us for a longer-term approach to keeping in-step with the ever-changing technological world. By planning ahead, and having regard to the rapid pace at which technology advances, we will make the best possible decisions for future investments.

**New Technologies** – We will make effective use of new technologies to enhance efficiency, increase capacity and create accountability. We will collaborate with the Government on the opportunities to expand the capability of the public CCTV network with features such as facial recognition software and speed cameras.

The collection,  
analysis and  
dissemination of  
information form  
the basis of  
intelligence-led  
policing.

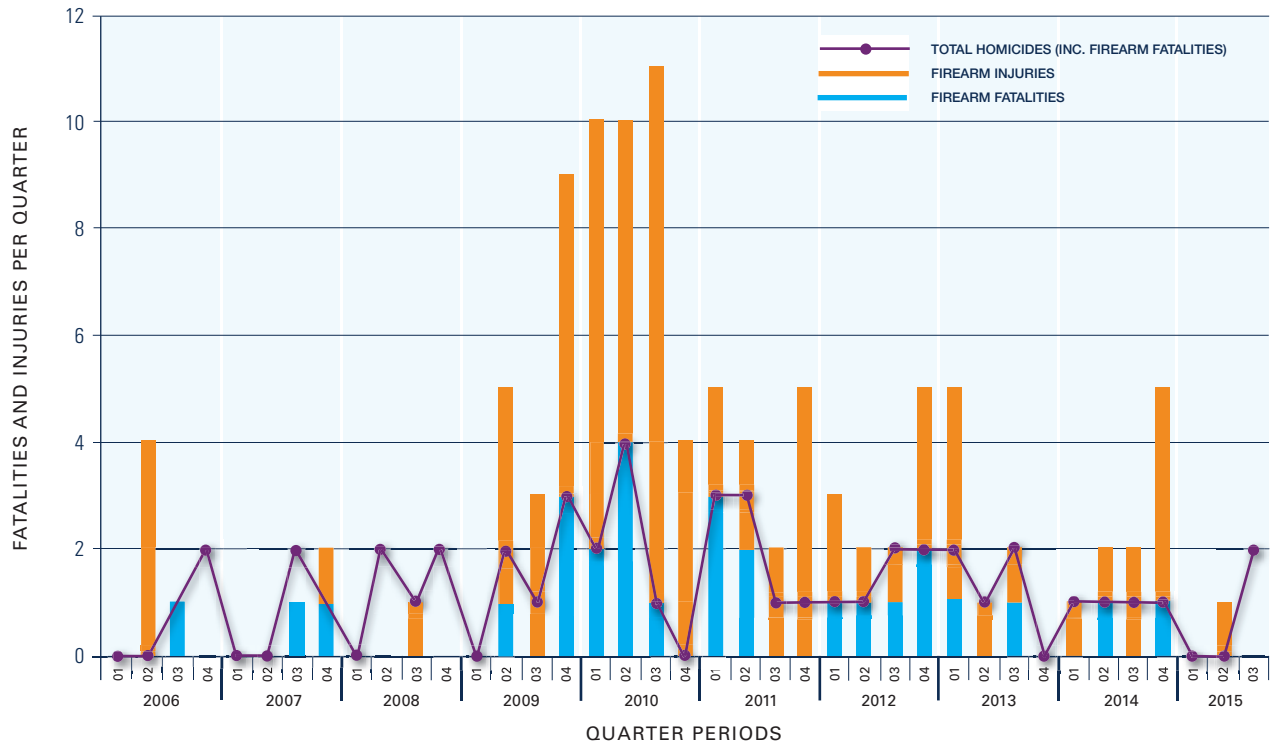


We will implement an electronic document management system to improve our electronic filing capacity and to streamline compliance with the requirements of the Public Access to Information (PATI) Act and new disclosure requirements within the criminal justice arena.

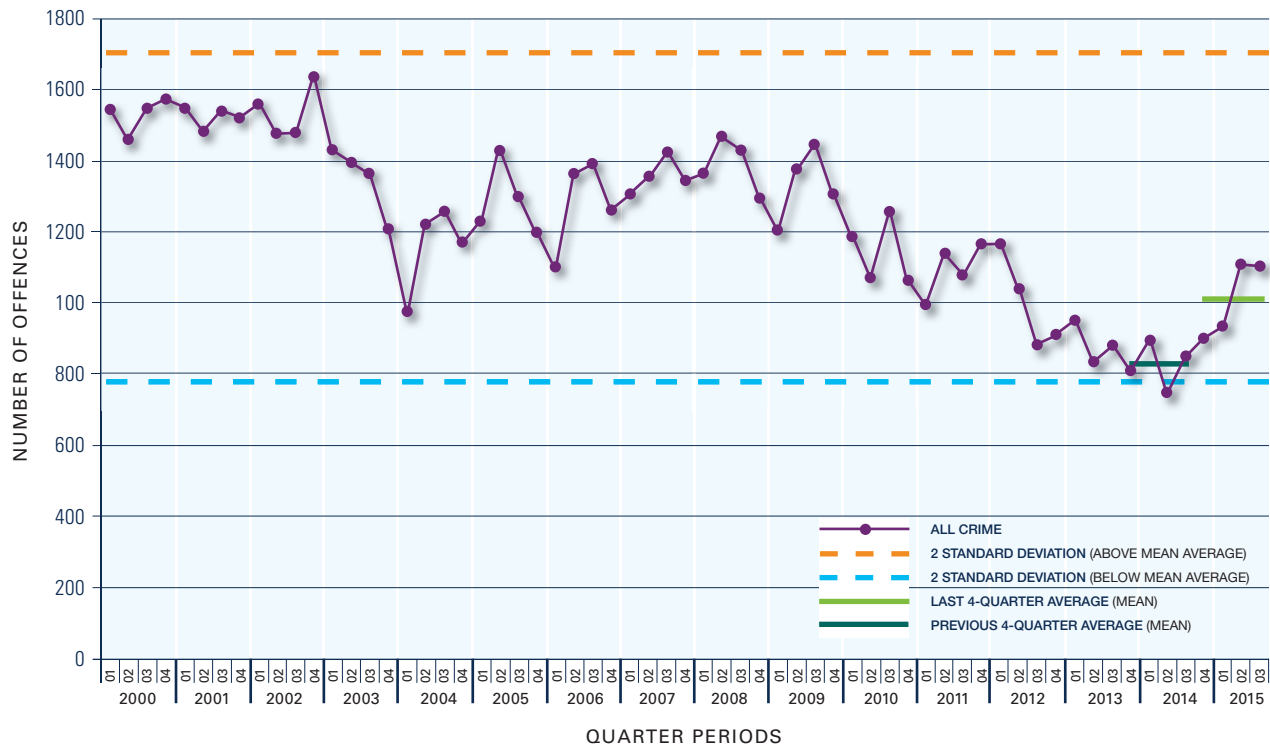


Other examples of new technologies to be considered include the creation of a more interactive reporting system of crime statistics with electronic crime mapping and automated incident analysis to identify crime trends, mobile data technology, and GPS tracking of police vehicles.

## Firearm Fatalities, Injuries and All Homicides in Bermuda by Quarter (Q1 2006 – Q3 2015)



## All Crime in Bermuda by Quarter (Q1 2000 – Q3 2015)





# SENIOR LEADERSHIP TEAM

## **Commissioner of Police**

Michael A. DeSilva, CPM, CMgr, FCMI

## **Deputy Commissioner of Police**

Paul M. Wright, OTM, MSc, CMgr, FCMI

## **Assistant Commissioner** *(Operations)*

Antoine E. Daniels, BSc, FCMI

## **Assistant Commissioner** *(Crime & Intelligence)*

Martin P. Weekes, BSc, CMgr, FCMI

## **Superintendent** *(Community Policing)*

Darrin Simons

## **Superintendent** *(Specialist Operations)*

James Howard, MM/HRM, BSc, FCMI, Dip. Crim.

## **Superintendent** *(Crime & Intelligence)*

Sean Field-Lament

## **Human Resources Manager**

Michael Trott, MA

## **Finance Manager**

Wanda Bluefort, MA, CPA

## **Information Management Services Manager**

Brent Furbert

## **Commandant Reserve Police**

Sandra C. Robinson

## **Deputy Commandant Reserve Police**

Ron-Michel E. Davis





