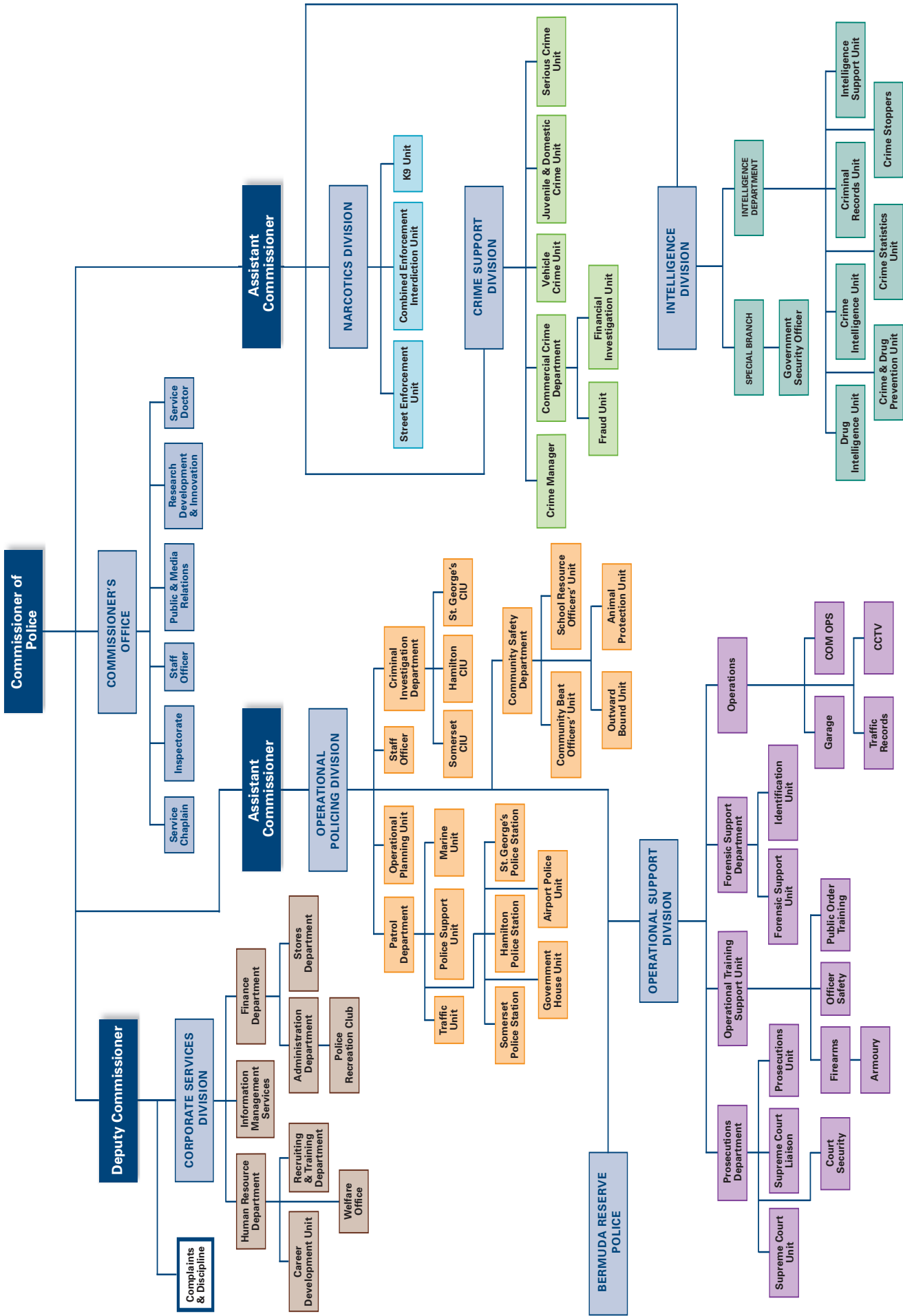


# Strategic Plan

2007 - 2011



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## MISSION STATEMENT, CORE VALUES AND VISION

The following Mission Statement and Core Values were adopted in 1999 following input from many members of the Bermuda Police Service (BPS). The Vision was amended in 2003. We believe that the Mission Statement, seven Core Values, and Vision are important to our work.

### CORE VALUES

#### 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

### VISION

#### To achieve our Mission and serve the community, we will:

- \* Respect human rights, be sensitive to and embrace diversity, and ensure fair and equal treatment for all
- \* Provide a safe, supportive and healthy work environment
- \* Develop cohesive working relationships that foster high morale
- \* Consistently develop and apply policies that embody our Service strategies
- \* Promote trust through open and honest communication
- \* Practice shared leadership that encourages decision-making at all levels of the Service
- \* Ensure that the deployment of resources is driven by the immediate and future needs of the Service
- \* Provide continuous training and development for our members
- \* Be proactive and creative in our approach to Policing
- \* Achieve and maintain the highest recognised standards
- \* Incorporate modern technology, equipment, and systems to ensure quality service

### MISSION STATEMENT

To ensure a safe, secure and peaceful Bermuda for all...*because we care*



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As Commissioner, I remain firmly committed to providing the people of Bermuda with a community orientated Police Service that maintains the highest standards of professionalism and ethical values. The public rightly has high expectations of its Police Service, and we must maintain our focus as we meet the challenges of modern policing.

In 2004, the Service conducted a public perception survey that identified the policing priorities of the public; these are violent crime, illegal drugs, and responding to emergencies. Drug dealing and the crimes associated with drug use are of growing concern, as is the violence linked to inter-group rivalries. Both professionally and personally I am also saddened by the continued bad driving that leads to so many needless injuries and deaths that ruin the lives of many of our families.

We face challenges that, through the advances in technology, enable those intent on breaking the law to be more adroit in concealing crimes and especially financial crime associated with the expanding offshore insurance industry. Equally, advances in DNA and forensic science provide new and better opportunities for the Police. The Police Service must develop further expertise and resources to appropriately meet the ever-changing complexity of policing.

There will be other challenges over the next five years with new legislation, particularly the Police and Criminal Evidence Act (PACE). There will be challenges to recruit and retain police officers to maintain our established numbers, as we have to compete with the private sector and other government departments to recruit Bermudians. We will also have challenges with our ageing physical plant.

To meet the public's and government's expectations for both an efficient and effective Police Service, continued modernisation, to which I am committed, is vital. While retaining a strong public service ethos, private sector management practices must be expanded and ingrained in our everyday business. We will continue to pursue accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) so that we are promoting efficiency in all of our operations and we have up-to-date policies and procedures that our staff can follow.

If the Bermuda Police Service is to continue to have the confidence of the public and government, then it is critical that we have systems in place to measure our performance. A common mantra is "what gets measured gets done, and it is hard to manage what you do not measure". A more comprehensive performance measurement framework is required; we must measure, monitor and manage performance at all levels and I am committed to doing this. The framework outlined in the Strategic Plan identifies how we will set about building our performance management culture.

The strategy is not a “wish list” but a pragmatic realistic resource. The objective of producing a Strategic Plan based on the overarching principles of performance management is to provide a vision that will guide us over the next four years, and will allow all of our staff to identify where we are going, so that we can work towards a common goal.

I welcome feedback from the community so that we can continue to work in partnership to make Bermuda safer for all.....*because we care.*

**George L. Jackson** CPM, Dip. Crim  
Commissioner of Police

## Background

The BPS has been undergoing an organisational transformation process that dates back to 1995. This process was initiated by the ‘BPS Service Strategy’, which focused on enhancing the BPS’s ability to serve the community. The Strategy set out a number of operational, organisational and administrative strategic intents. Many of these intents were accomplished in the years 1995–1998. Between 1999–2001, the BPS continued its organisational transformation by successfully completing a Core Functions Review and Core Values Exercise, as well as implementing much needed changes in the area of human resources. These changes included a new appraisal system based on new competencies and a revised promotion process to complement the new competencies.

By 2001, the attention began to focus upon the operational requirements of the BPS with the implementation of both the Policing Strategy for the Community and the Crime Management Strategy. These strategies placed the focus on how best the BPS can provide service to the community.

In 2002, the Service introduced its Strategic Plan for 2002–2004; this service-orientated Strategy was built on previous changes that had occurred, so that the Service learns from the experiences as it moves forward.

## Introduction

In preparing the 2007–2011 Strategic Plan, we were determined to continue our process of transformation by identifying issues critical to our success and to have effective strategies to ensure that we are performing effectively and efficiently. This process was started by having all of our police officers of the rank of Inspector and above, all of the Reserve Police of the rank of Chief Inspector and above, and all support-staff managers, attend an all-day retreat to conduct analysis and identify the critical areas that the BPS must address to become more prepared and proficient. We continued the process by having small groups meet to discuss our strategic aims, objectives and intents, which we now capture in our plan (all ranks were invited to participate in these groups). The process of teamwork will continue as we work on our plan; the Bermuda Police Association (BPA) will be invited to participate in the working groups.

Our strategy will identify the strategic objectives required to ensure that priorities are set in the performance arena. We will identify our inputs, expected outputs and outcomes so that each individual, unit, department and division can measure their own performance against these criteria. The strategy will identify what our organisational objectives are based on the agreed priorities. Each unit, department and

The Strategy  
will identify  
the processes  
that are  
critical to  
our overall  
success



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division will be required to identify their own action plans to ensure that they are contributing to the Service, meeting these objectives.

**The Strategy is not a “wish list” but a pragmatic and realistic resource. The objective of producing a Strategic Plan based on the overarching principles of performance management is to provide a vision that ensures we:**

- Provide best value
- Increase performance, productivity, visibility and impact
- Ensure that all of our systems and processes are evaluated for efficiency and effectiveness
- Deliver high quality citizen-focused policing which is proactive and focuses on investigations, response capability, strategic and systems support
- Increase efficiency, capacity and capability
- Create an environment that is professional, to attract diverse high-quality people, and remove the structural and cultural barriers both at entry and progression levels so that the best possible candidates are attracted to the organisation
- Appraise and develop employees appropriately
- Are flexible in systems and processes that allow us to match resources to changing operational demands, so that service delivery is at a high level
- Create partnerships within the community that allow us to respond adequately to the community’s needs and concerns

**The underpinning principles of the strategy will be to:**

- Be an integrated single-mission Service
- Be able to deal effectively with both the volume and complexity of crime
- Reward and recognise skills, expertise, performance and learning
- Ensure skills are matched to role and expertise is utilised to optimal effect
- Ensure performance is managed, measured and monitored
- Ensure we will learn and grow from our experiences

The strategy will identify the processes that are critical to our overall success and how we must best address them to ensure that these processes are efficient and effective. We have organised the Strategic Plan into three (3) strands made up of thirteen (13) core elements.

We will identify how we intend to move forward in the Next Steps phase of this Plan.

## STRATEGIC PLAN ELEMENTS

This Plan sets out the approach that the BPS will undertake to address the issues that will have the most significant impact on service-delivery over the next four years. This Plan has been separated into three (3) strands consisting of thirteen (13) elements. We have identified that Systems Management will be critical and all of the elements that have been identified in this strand will have a significant impact on how efficient and effective we are in addressing crime, drugs, traffic, and public order offences.

We also recognise that we must address issues surrounding our human resources so that we are getting productivity at the highest level from all of our staff.

Also critically important, is the setting and maintaining of standards and the impact that a positive image in the community has on our ability to deliver quality service.

These elements will provide the framework for what we intend to do, and will shape the BPS's ability to deliver the quality of service demanded by the Government and the community. *Below are the core elements of the Strategy.*

<b>SYSTEMS MANAGEMENT</b>	<i>page 6</i>
• <b>Organisational Structure</b>	<i>page 6</i>
• <b>Response to Crime, Drugs &amp; Antisocial Behaviour</b>	<i>page 7</i>
• <b>Response to Marine &amp; Road Traffic</b>	<i>page 10</i>
• <b>Disaster Response &amp; Management</b>	<i>page 11</i>
• <b>Information Systems &amp; Technology</b>	<i>page 12</i>
• <b>Legislative Change</b>	<i>page 13</i>
<b>HUMAN RESOURCE MANAGEMENT</b>	<i>page 14</i>
• <b>Recruitment, Retention, Training &amp; Career Development</b>	<i>page 14</i>
• <b>Human Resources &amp; Welfare</b>	<i>page 15</i>
• <b>Health &amp; Safety</b>	<i>page 16</i>
<b>CORPORATE STANDARDS</b>	<i>page 17</i>
• <b>Discipline &amp; Standards</b>	<i>page 17</i>
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• <b>Physical Plant</b>	<i>page 20</i>

The Strategy is not a “wish list” but a pragmatic and realistic resource



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### Strategic Statement

To achieve the highest effectiveness, the BPS must ensure that its resources are organised to provide the maximum efficiency. We will ensure that our organisational structure is designed in such a way as to provide clear reporting lines and ease of communications that lends itself to cross-Divisional cooperation and maximises the use of available resources. The use of our most valuable resource – our people – will be enshrined in this Strategy so that our efforts will be directed toward achieving our service-delivery goals.

### Aim:

- ▶ TO ORGANISE OUR STRUCTURE AND USE OUR RESOURCES FOR MAXIMUM PRODUCTIVITY, EFFECTIVENESS, AND EFFICIENCY

### Objectives:

- 1 Ensure that the Service channels its resources towards the identified core functions
- 2 Review the current organisational structure and ensure that the Divisions are formed into efficient, structured series of Command Units that provide clear reporting lines, areas of responsibility and good communications across Divisions
- 3 Maintain flexibility to move resources and combine efforts across Divisions and Units in order to respond effectively to Service-level priorities, performance indicators, and core functions
- 4 Design and implement a shift system that best meets the needs of our staff, the operational efficiency of the Service and the operational requirements to meet the needs of the community

### Specific Intents:

- Reviewing the core functions of the BPS relative to the Core Functions Report 1999, Her Majesty's Inspection of Constabulary (HMIC) Report 2003, the Public Perception Survey 2004 and other documents, including the Commission on Accreditation of Law Enforcement Agencies (CALEA) standards and applicable statutory requirements
- Conducting an audit of all posts within the BPS, both support staff and Police, to identify opportunities to share, combine, reduce or eliminate duties or increase staffing where the need is found
- Examining the current organisational structure of the BPS with a view to identifying opportunities to increase efficiency, clarify reporting lines, improve quality of service delivery and maximise the use of resources
- Reviewing the role of the Operational Commanders Group (OCG) as the Service's tasking group. Ensuring that communications systems are in place that allow for the smooth flow of information into and out of that group that includes consultation at all levels of the Service
- Developing a Shift System that improves our staff's ability to manage shift work and thereby improves their quality of life-at-work; increases our ability to provide resources according to varying needs (identified by the KPMG Report); and provides a 24-hour response capability

Our efforts will be directed toward achieving our service-delivery goals



## RESPONSE TO CRIME, DRUGS & ANTISOCIAL BEHAVIOUR

### Strategic Statement

We recognise the link between crime, drugs and antisocial behaviour, and understand that the impact is felt in every segment of the community. We are aware that responding to these issues effectively is our most critical task. Every member of the BPS, in whatever capacity he or she serves, must work towards the attainment of this goal. It is the responsibility of all who exercise leadership within the BPS to ensure that those officers and staff, for whom they are responsible, are fully conversant with this aim and the role they must play in attaining it.

### Aim:

- FOCUSING ALL OUR OPERATIONAL EFFORT ON REDUCING CRIME, DRUGS AND ANTISOCIAL BEHAVIOUR, AND PROMOTING REASSURANCE AND SAFETY BY WORKING IN PARTNERSHIP WITH THE COMMUNITY AND OTHER ORGANISATIONS
- ENSURING THAT OUR RESPONSES TO CRIME, DRUGS AND ANTISOCIAL BEHAVIOUR ARE CONGRUENT SO THAT THE MOST EFFECTIVE RESPONSE IS ALWAYS MADE

### Objectives:

- 1 Reduce overall crime and the fear of crime, while reflecting community priorities, increasing detection rates and targeting prolific offenders
- 2 Have an integrated, multi-faceted approach to crime, drugs and antisocial behaviour
- 3 Develop and implement a strategy to address all facets of illegal drug crimes
- 4 Promote community safety and increase public confidence by reducing levels of local disorder and antisocial behaviour
- 5 Maintain capacity and increase capability to deal with major investigations, organised crime, and terrorism
- 6 Maintain capacity and capability to deal with critical incidents and major operations

### Specific Intents:

- 1 **Reducing overall crime and the fear of crime, while reflecting community priorities, increasing detection rates and targeting prolific offenders**
  - Reviewing the current Crime Management Strategy and Policing Strategy for the Community, and aligning them with new strategies to be developed for Drugs and Vehicle Crime

Promote community safety and increase public confidence



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- Consulting effectively within our community, ensuring we understand their concerns and expectations, and aligning our priorities and operations with them
- Targeting prolific offenders in line with BPS policies
- Improving crime reduction and detection by the use of problem-solving techniques
- Engaging with key partners to deliver sustained crime and disorder reduction
- Working with our criminal justice system partners to increase the number of offenders brought to justice
- Working with our criminal justice system partners to improve support to victims of crime, especially enhancing our ability to keep them informed of the progress and outcomes of inquiries and investigations
- Supporting initiatives and activities, which prevent or reduce offending, re-offending and antisocial behaviour by individuals or groups
- Increasing the effectiveness of scientific and technological investigative tools
- Increasing the investigative skills of all front-line staff together with those who manage and supervise them
- Promoting an investigative culture amongst all staff, not only amongst investigators
- Improving administrative processes for recording and detecting crime
- Improving the quality and timeliness of court files

## **2 Reduce the availability of illegal drugs on the island**

- Identifying and targeting those persons responsible for the importation of illegal drugs into the island
- Ensuring effective investigations are conducted so that evidence is gathered to successfully prosecute persons involved in the importation and sale of illegal drugs
- Improving our analysis capability so that a more targeted approach is taken to street drug sales
- Continuing to develop and maintain effective partnerships with local and overseas agencies

## **3 Promote community safety and increase public confidence by reducing levels of disorder and antisocial behaviour**

- Becoming more citizen-focused in identifying the needs of communities, especially victims and witnesses
- Engaging with our communities and partners to address the underlying causes of crime and disorder
- Using intelligence and incident analysis to address problems and concerns, and to target the appropriate response
- Increasing the involvement of key partners to develop effective problem-solving plans to reduce violence and antisocial behaviour, particularly those associated with the abuse of alcohol in and around licensed premises
- Increasing visible patrol and community-based policing, and reviewing the possibility of creating Neighbourhood Response Teams in priority areas to address problems and increase public confidence
- Examining the potential use of new legislative tools, including Fixed Penalty Notices, Acceptable Behaviour Contracts (ABCs) and Antisocial Behaviour Orders (ASBOs), to deliver sustained crime and disorder reduction

## Have an integrated, multi-faceted approach to crime, drugs and antisocial behaviour



- Working with partners to review the Liquor Licensing Act 1974, with a view to establishing new powers including the power to restrict or close down problematic establishments
- Identifying a customer service process to improve customer service in the BPS
- Reviewing the opportunities to employ media and marketing techniques which maximise the effect of our resources and increase public confidence
- Implementing effective communication strategies to communicate our actions and successes

#### **4 Maintaining capability to match the threat of serious and series offenders who commit crimes in Bermuda and/or internationally**

- Annually reviewing the BPS's capability to respond to the threat from national and international terrorism
- Maintaining capability to investigate all major crime committed in Bermuda
- Increasing capability to maximise the benefits of the Proceeds of Crime Act, the Confiscated Assets Trust Fund and other statutory provisions, and becoming a centre of excellence for financial investigation
- Continuing the improvement of the effectiveness of forensics and technology to enhance our investigative techniques
- Improving the effectiveness of Service-level intelligence capacity
- Developing a system to conduct 'cold case reviews'

#### **5 Maintaining capability and capacity to deal with critical incidents and major operations**

- Maintaining capability and capacity to deal with all firearms incidents safely and timely, and providing ongoing training and accreditation for all staff involved in the deployment of firearms teams
- Maintaining capability and capacity to deal with all incidents of public disorder safely and timely, and providing ongoing training and accreditation for all staff involved in the deployment of Police Support Units
- Maintaining capability and capacity to identify and deal with critical and major incidents
- Working with partners to develop and maintain a multi-agency response to major incidents and planned events



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## RESPONSE TO MARINE & ROAD TRAFFIC

### Strategic Statement

The BPS is committed to reducing the number of deaths, injuries, damage and crimes on our roads and in our waters through an intelligence-led approach to prevention, education and enforcement. Drivers and other road users play an important part in making roads safer and preventing crime. The BPS will continue to foster local partnerships with a view to ensuring the safe transport of residents and visitors throughout our Island community.

### Aim:

- TO RESPOND EFFECTIVELY TO TRAFFIC ON OUR ROADS AND WITHIN OUR TERRITORIAL WATERS TO PROMOTE SAFE TRAVEL

### Objectives:

- 1 Reduce road traffic and maritime collisions
- 2 Increase the deployment of technology in targeting offences
- 3 Establish and maintain local partnerships in road and maritime safety

### Specific Intents:

- Continuing to work with partners to educate all road users to be more conscious of road safety and to apply the lessons learnt
- Developing and delivering programmes such as “Bike Safe” or “Project Ride” to young persons in cooperation with the Ministry of Education, in order to promote good driving habits at an early age

## Educate all road users to be more conscious of road safety

- Developing similar programmes for the maritime environment
- Delivering other programmes to the general motoring and boating public to develop good driving habits, and exploring partnerships with local insurance providers to develop voluntary incentives
- Continuing to work with our partners to examine the opportunities to create effective legislated deterrents for bad driving behaviours
- Assisting our partners to improve the safety of roads and vehicles by designing-out problems
- Using effective enforcement techniques to influence driver and other road-user behaviour towards higher levels of safety for themselves and others
- Mounting specific operations commensurate with the current assessment of problems
- Exploring the opportunity to respond more robustly to the dangers of impaired driving, including targeted media campaigns, road-side testing capability and enhanced powers to randomly stop and test
- Continuing to use advances in technology in traffic enforcement, including the acquisition of speed cameras



## DISASTER RESPONSE & MANAGEMENT

### Strategic Statement

Disasters, both natural and man-made, can have a profoundly damaging effect on the community in which we live. The quality of life of a person or a community can be dramatically affected by being a victim of such devastation. The BPS will continue to support the Emergency Measures Organisation (EMO), which has the overall responsibility for the coordination of disaster response and management in Bermuda. We want to ensure that the Service is capable of providing an efficient and effective response to any major natural and/or man-made disaster to support the efforts being done by other organisations.



### Aim:

- TO BE ABLE TO RESPOND EFFECTIVELY TO ALL NATURAL AND MAN-MADE EMERGENCY SITUATIONS OCCURRING IN OUR ISLANDS

### Objectives:

- 1 Review our state of readiness for disaster response and implement necessary procedures
- 2 Implement training and procedures that allow an effective response by the BPS to any emergencies

### Specific Intents:

- Acting in support of the EMO in response to any major natural and/or man-made disaster
- Promoting and maintaining professional partnerships with all governmental and non-governmental agencies, thus ensuring that coordination and cooperation will be enhanced should there be a disaster
- Identifying our roles and responsibilities as part of the National Emergency Response Plan
- Assessing and evaluating the existing Emergency Response Plan and Procedures to improve disaster response preparedness
- Designing and conducting simulation exercises with partner agencies to enhance the Service's readiness (preparedness), response, mitigation and recovery to disasters
- Working in partnership with other agencies and the media to educate the public and enhance public awareness
- Training personnel continuously so that they are better prepared to effectively mitigate the impact of disasters, whilst maintaining order in the community

Training personnel continuously so that they are better prepared



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## INFORMATION SYSTEMS & TECHNOLOGY

### Strategic Statement

The effective use of Information Technology (IT) is a critical component of the BPS Strategic Plan. Information systems are at the heart of many of our core processes, including those that contribute towards community safety, emergency response, addressing criminality and providing reassurance.

The BPS recognises the need to develop an Information Systems Strategy (ISS) to improve the effectiveness and efficiency of operations. In addition, the ISS will work to better integrate the Service within the criminal justice system and align itself with the e-Government Strategy.

The ISS will provide the technology that will standardise common operational and administrative processes aligned with established best practices. The ISS will serve as the road map to ensure that the BPS is appropriately positioned to quickly adapt to a changing environment and respond to the needs of our community.



### Aim:

- ▶ TO HAVE AVAILABLE THE APPROPRIATE TECHNOLOGY TO DRIVE OUR INVESTIGATIVE AND MANAGEMENT PROCESSES

### Objectives:

- 1 Identify and implement the most effective use of technology to drive our systems
- 2 Develop a technology strategy

### Specific Intents:

- Recognising that valid and reliable information is a corporate asset critical to every aspect of our operations, including the effective management of all resources and the measurement of performance
- Preserving and protecting the integrity of our data through the provision of single point data entry wherever possible, and the creation of a culture where every member understands the value of information systems and their roles as providers, keepers and end-users of this highly valued asset
- Enhancing the coordination of, and communications with, police officers and providing them with timely and convenient access to the information required to perform their duties whenever and wherever they require it
- Increasing the opportunities for meaningful communications with the community and with our partners, particularly within the criminal justice system
- Reinforcing intelligence-led policing initiatives through the real-time development of accurate crime and incident analysis to improve deployment decisions in response to shifting operational priorities
- Providing timely, accurate and accessible data for improved managerial decision-making and accountability-driven performance measurement
- Positioning the Service to provide forensic and IT support in line with legislated and best practice requirements, and increasing training commitments in these areas in line with a revised needs analysis
- Developing IT solutions to improve business processes by reducing bureaucracy, streamlining administrative processes, and moving towards a paperless environment

## LEGISLATIVE CHANGE

### Strategic Statement

The BPS is developing and managing strategies and activities to meet existing and anticipated legislative requirements. The BPS will ensure that it is appropriately positioned and well prepared to meet the requirements of new or amended legislation, and will also provide proactive assistance in developing new legislated responses to emerging criminality in the community.

### Aim:

- TO HAVE MECHANISMS IN PLACE TO EFFECTIVELY DEAL WITH NEW LEGISLATION THAT IMPACTS THE BPS

### Objective:

- 1 Be able to effectively respond to new legislation by being proactive

### Specific Intents:

- Working to identify drivers for legislative change in response to changing environmental factors
- Consulting with and assisting the Government to develop new legislation
- Maintaining close working relationships with our partners in the criminal justice system to ensure the successful implementation of new legislation, particularly in relation to the timely provision of training for police officers
- Working to enhance the confidence of the community in how the Police use their legislated powers

Maintaining  
close working  
relationships  
with our  
partners in  
the criminal  
justice system



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# HUMAN RESOURCE MANAGEMENT

## RECRUITMENT, RETENTION, TRAINING & CAREER DEVELOPMENT

### Strategic Statement

Employing, training and retaining a highly skilled workforce is essential to providing a quality service to the people of Bermuda. The BPS is committed to ensuring its recruitment, retention, training and career development systems are aligned to have the most qualified people, with the necessary skills, at all levels in the organisation.

Provide appropriate training for all members of the Service

### Aim:

- TO HAVE EFFECTIVE RECRUITMENT AND RETENTION PROGRAMMES SUPPORTED BY EFFECTIVE CAREER DEVELOPMENT

### Objectives:

- 1 Improving recruitment so that the most suitable local applicants are recruited and consequently reduce the demand for overseas hiring
- 2 Improve our ability to retain staff
- 3 Provide appropriate training for all members of the Service so that they are equipped with the skills, knowledge, abilities and attitudes to carry out the functions and tasks for delivering a quality service to the community
- 4 Provide equal opportunities for all employees to develop their careers to the benefit of both the individuals and the Service

### Specific Intents:

#### Developing and implementing a recruitment and retention strategy that incorporates:

- Corporate image relating to recruitment and retention
- Reviewing of entry level standards
- Researching why people are or are not joining the BPS
- Researching why people are leaving the BPS
- Reviewing the appraisal system and address inefficiencies
- Reviewing the Career Development Strategy
- Reviewing the Training Strategy
- Reviewing the promotion policy





## HUMAN RESOURCES & WELFARE

### Strategic Statement

Effective, efficient human resources and welfare systems are critical to meeting the needs of both the organisation and its members. The BPS is committed to providing robust human resources and welfare systems that respond to and meet the needs of both the organisation and its members.



### Aim:

- TO HAVE EFFECTIVE AND EFFICIENT HUMAN RESOURCES AND WELFARE SYSTEMS IN PLACE

### Objectives:

- 1 Have a more effective, efficient welfare system that adequately supports Service delivery and the welfare of employees
- 2 Have an effective, efficient, IT based, human resources system that is widely accessible and supports sound and timely decision-making
- 3 Improve the management of human resources services and the management of human resources by reviewing current systems and implementing changes as necessary
- 4 Promote and maintain high morale and team spirit in all staff

### Specific Intents:

- Planning and promoting regular sporting and cultural activities to increase morale and team spirit in the Service (i.e. Police Week, Police Gymkhana)
- Educating staff about welfare issues, their impact on job performance, available services, and how they should respond
- Reviewing welfare practices and policies so that they are effective
- Ensuring that services are responsive to all staff and making certain that they promote confidentiality
- Reviewing Conditions of Service Order (COSO) to identify issues adversely affecting welfare in order to address them in negotiations
- Expediting the implementation of new shift systems that better support service delivery and the welfare of employees
- Developing and implementing a sickness management policy
- Auditing current Human Resources processes, systems and work flow to identify inefficiencies in order to improve or enhance them

Promote and maintain high morale and team spirit in all staff



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## HEALTH & SAFETY

### Strategic Statement

The health and safety of all employees and persons who use Police buildings and equipment is critically important. The BPS is committed to ensuring that it protects the health and safety of employees and persons who use our facilities by providing a safe environment. The BPS is also committed to providing and adequately maintaining the most appropriate equipment for all staff.

Promote  
a culture  
of safety  
for all  
our staff

### Aim:

- ▶ TO ENSURE A HEALTHY WORK ENVIRONMENT AND PROMOTE A CULTURE OF SAFETY FOR ALL OUR STAFF

### Objectives:

- 1 Comply with all legal requirements for health and safety in the workplace
- 2 Proactively reduce health risks to employees and the public

### Specific Intents:

- Reviewing the health and safety programme and implementing changes that will efficiently and effectively deal with health and safety matters in a timely manner
- Ensuring that the Health and Safety Committee is functioning in accordance with health and safety laws and regulations
- Continuing to lobby Government in order to expedite the provision of a new Police station in Hamilton and a new plant at Police Headquarters, and any other health and safety matters that need to be addressed
- Addressing health and safety concerns with the Ministry of Works, Engineering & Housing to ensure a timely response to Service needs on a regular basis
- Submitting a business case for Cabinet's approval supporting the creation of an Estate Manager's post with responsibility for health and safety



# CORPORATE STANDARDS

## DISCIPLINE & STANDARDS

### Strategic Statement

A disciplined organisation with clearly articulated expectations and outcomes is well positioned to police the community ethically. The BPS is committed to ensuring that standards are provided and discipline is maintained, so that we are providing quality service to the community.



### Aim:

- TO ENSURE THAT STANDARDS ARE CLEARLY ARTICULATED AND THAT ALL EMPLOYEES ARE DISPLAYING GOOD DISCIPLINE

### Objective:

- 1 To establish and maintain an effective and efficient process of ensuring the highest levels of discipline, ethical behaviour and standards

### Specific Intents:

- Reviewing the Discipline Code to make appropriate legislative and procedural changes
- Developing a more streamlined discipline process that ensures speedy, consistent and fair resolution of discipline issues
- Providing training and development to the Service that broadens awareness of the discipline procedures and, particularly, the role of the Police Complaints Authority
- Formulating and implementing a Professional Standards Strategy that will address improved discipline, high ethical behaviour and adherence to established standards
- Ensuring that standard operating procedures are regularly reviewed, formulated and maintained
- Ensuring mandatory and regular inspections of work processes to enhance compliance with established standards

Ensuring that standard operating procedures are regularly reviewed



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## CORPORATE IMAGE

### Strategic Statement

To enhance the confidence of the community, the BPS must communicate our intentions, actions, successes and challenges effectively. The BPS must know what the community expects of them, and there must be methods in place to measure the community's opinion of how the Service is carrying out their legislated duties.



### Enhancing community and police-based initiatives

#### Aim:

- TO ENSURE THAT OUR CORPORATE IMAGE PROJECTS THE PROFESSIONALISM AND COMMITMENT OF THE SERVICE

#### Objectives:

- 1 Use every opportunity to enhance the image of the BPS in the community
- 2 Have an effective communication strategy to share with, and gather information from, the community

#### Specific Intents:

- Developing and implementing a corporate strategy throughout our organisation and making it dynamic, consistent, and recognisable
- Establishing a continuous community profile for the Police by creating opportunities for the public to see, via the media, what policing in Bermuda entails
- Utilising new technology to improve communication with the media and the community where possible
- Working more assertively with government agencies and public organisations to foster relationships in the community
- Creating, redeveloping and enhancing community and police-based initiatives which allow the Service and community to work together, thereby encouraging positive interaction
- Continuing to measure the public's perception as it relates to Service delivery, performance and best value via surveys
- Educating the community on the various roles of the Service through positive media publications and programmes
- Creating outlets where members of the community can communicate openly with members of the Service at all levels
- Ensuring that the highest standard of appearance is adhered to with regard to BPS vehicles, personnel, and physical estates

## PARTNERSHIPS

### Strategic Statement

It is the aim of the BPS to continue to build partnerships and strengthen community engagement at all levels with individuals, groups, government departments, non-governmental agencies and international law enforcement agencies.

Effective partnerships will be characterised by the benefits of all parties working together. Greater emphasis will be placed on the sharing of resources and otherwise supporting partner agencies towards the achievement of common goals.

### Aim:

- TO BUILD ON OUR EXISTING PARTNERSHIPS AND TO FORM NEW ONES WHERE OPPORTUNITIES EXIST

### Objectives:

- 1 Review our existing partnerships and identify opportunities to form new partnerships
- 2 Identify how we can strengthen existing partnerships

### Specific Intents:

- Encouraging more of our members to become involved in the community so as to form enduring partnerships
- Working in partnership with our communities, their representatives, and other organisations in formal groups
- Providing quality and timely information to the relevant individuals, groups or agencies
- Ensuring the timely and diligent processing of information and feedback obtained because of partnership initiatives and contemporary issues

Providing quality and timely information to the relevant individuals



BERMUDA  
POLICE  
SERVICE

## PHYSICAL PLANT

### Strategic Statement

The BPS must provide adequate workspace for its personnel in buildings that are suitably sized, equipped and located, so that all staff is able to contribute toward its mandate. The nature of the work and duties demanded of the Service dictates that we must occupy a variety of buildings at numerous locations throughout Bermuda. The properties occupied by the Service are in most part owned by Government. However, in some cases, they are privately owned and leased to the Service by arrangement with collaborating Government Ministries. Despite variance in age and condition, the buildings must be maintained to commonly acceptable standards, particularly in respect of the Health and Safety regulations. In addition, the Service must be able to offer suitable residential accommodations for officers who are entitled or otherwise permitted to be so accommodated.

### Aim:

- TO ENSURE THAT OUR PHYSICAL PLANT IS ADEQUATE FOR THE INTENDED USE

### Objectives:

- 1 Ensure that our buildings meet health and safety standards
- 2 Make certain that adequate repairs and renovations are made to all of our buildings
- 3 Have purpose-built facilities that meet our needs

### Specific Intents:

- Collaborating with Government Ministries and other stakeholders to ensure that the buildings utilised by Police are adequate for their intended purpose
- Anticipating and planning where legislative, social or environmental circumstance demand changes or additions to existing buildings or workspace
- Liaising regularly with the appropriate Government Ministries to ensure that long-term and major maintenance projections are planned and included in the budget
- Retaining a dedicated (on-site) maintenance capability so that immediate maintenance needs can be addressed
- Submitting to regular building inspections to ensure that health and safety and other related workplace concerns are identified and addressed
- Maintaining the conditions of existing Police accommodations to a suitable standard
- Liaising with Government Ministries, Quango's and private property owners to identify properties that may serve as additional barrack accommodation for future use as needed



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## THE NEXT STEPS...WHERE DO WE GO FROM HERE

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If we intend to complete the aims, objectives and intents contained in this Plan, it is important that we have some clearly identified processes. The overall responsibility of overseeing the completion of the specific intents contained in this Plan will fall to the Commissioner of Police. However, individual managers will be tasked with leading teams to address each element of the Plan. The Strategic Executive Group, made up of the support staff managers at executive levels, all Police ranks at Superintendent and above levels, and the Commandant of the Reserve Police will meet as required to receive updates on the progress of the Plan and to provide feedback.

We are cognisant that all members of the Service must have an opportunity to provide input and invitations will be extended to all members of the Service to sit on these working teams.

The Policy Committee which comprises of all civilian managers, police officers of the rank of Chief Inspector and above, the Bermuda Police Association representative, as well as the Commandant of the Reserve Police will also be involved in reviewing and approving new policies and strategies that arise from the working groups.

This Plan will be monitored to ensure that the priorities we identified during our planning process have not changed and the Service is actually focusing its energies on matters that are important to keeping this island safe, secure and peaceful.

As we move forward, we recognise that there is a tremendous amount of work to be done. We will use all of the resources available to accomplish our aims, objectives, and intents. In the end, we will continue the transformation of the BPS, so that we are continuing to provide quality service to the community. We will always be cognisant of our mission, vision and core values and these will be ever-close in our thoughts as we work on our Strategic Plan over the next five years. This is our island and we will work to keep it safe, secure and peaceful for all — *because we care.*

### Senior Command Team

<b>Commissioner of Police</b>	-	George L. Jackson CPM, Dip. Crim.
<b>Deputy Commissioner of Police</b>	-	Roseanda Young CPM
<b>Assistant Commissioner of Police</b> <i>(Operational Policing)</i>	-	Carlton Adams CPM
<b>Assistant Commissioner of Police</b> <i>(Intelligence &amp; Narcotics)</i>	-	Bryan Bell
<b>Superintendent</b> <i>(Crime Support)</i>	-	Sinclair White CPM
<b>Superintendent</b> <i>(Intelligence)</i>	-	Randolph Liverpool BSc, MA
<b>Superintendent</b> <i>(Operational Policing)</i>	-	Michael DeSilva
<b>Superintendent</b> <i>(Narcotics)</i>	-	Michael Jackman BSc (Hons)
<b>Finance &amp; Administration Manager</b>	-	Jean Oliver CPFA
<b>Information Management Services</b>	-	Brent Furbert MBA
<b>Commandant Reserve Police</b>	-	Huw Lewis ESLM