



ROYAL CAYMAN ISLANDS POLICE SERVICE



Annual Policing Plan (Summary) 2018

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OUR VISION, MISSION & VALUES

Vision:

- Making the Cayman Islands Safer

Mission:

- Working with our communities, working for our communities

Values:

- **R**espect • **C**ourtesy • **I**ntegrity • **P**rofessionalism • **S**ervice

R espect		We will respect the rights of all persons regardless of sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, age, mental or physical disability, property, birth or other status.
C ourtesy	–	We will be courteous in all our actions, whilst remaining resolute.
I ntegrity	–	We will act lawfully, ethically, firmly, fairly and accountable.
P rofessionalism	–	We will maintain the highest standards of professionalism.
S ervice	–	We will work in partnership with our stakeholders to meet and exceed the expectations of our communities.

Cayman Islands Demographics

The Cayman Islands are three islands comprising of Grand Cayman (76 square miles), Cayman Brac (15 square miles) and Little Cayman (11 square miles). The Cayman Islands had a population of 61,361 as of December 2016. It has a per capita GDP of US\$55,683 and an unemployment rate of 4.2% in 2016.

Cayman Islands	Size in miles ²	Approx. Population	Highest Point	Between Islands	Distance: Cuba	Distance: Jamaica
Grand Cayman	76	59,150	60 ft.	89 m to CB 82 m to LCM	270 m to Cuba	271 miles to Negril, Jamaica
Cayman Brac	15	2,000	140 ft.	89 m to GCM 5 m to LCM	125 m to Cabo Cruz, Cuba	167 m to Negril, Jamaica
Little Cayman	11	200	40 ft.	82 m to GCM 5 m to CB	193 m to Cuba	180 m to Negril, Jamaica

(Google maps; CI Govt.; Economics & Statistics Office)

The population has increased by an average of 2.9% between 1990 and 2015 (not including the Hurricane Ivan affected years of 2004 & 2005). About 56.6% are Caymanians and 43.4% are expatriates. Just less than 50% of the population is less than 34 years old, about 17,000 of which are between the age of 15-34 years of age.

The population is also significantly affected by cruise and air visitor numbers, sometimes by as much as 10,000 or more per day. About 2.1 million tourists visited the islands in 2015. 385,400 arrived by air, with a significant increase in the high season between December and April. In 2015 a total of 1,716,800 visitors arrived by cruise ships. On a typical cruise day, there are 4 to 6 cruise ships in port.

RCIPS Demographics and Scope of Responsibilities

The Royal Cayman Islands Police Service (RCIPS) is a single, national police service with a unified command structure. It is an unarmed service, with an armed response capability, mandated by statute to deliver the full range of police services across the Cayman Islands and its territorial waters. Included in its statutory remit, the RCIPS is mandated to deliver on national security, and border control (by air and sea) including criminal interdiction in territorial waters. The service is also mandated by statute to deal with search and rescue missions in territorial waters. In addition to its statutory remit, the RCIPS Air Operations Unit assists with medical transport and evacuation between the islands. Between July 1, 2016 and June 30, 2017 the RCIPS responded to 33,455 calls for service. This represents an increase of 510 over the similar period for 2015/16. In December 2017 there were 373 police officers and 66 civilian staff within the organization. RCIPS employees range in age from 18 years to over 60 years old.

Rationale

To accomplish the mission of working with our communities to achieve the vision of making the Cayman Islands a safer place to live, work and play, we will pursue three broad strategic goals: 1) Securing the Cayman Islands; 2) Ensuring Safer Communities; and, 3) Delivering a Professional Service. These goals are further broken down into objectives and each objective is to be fully planned and resourced with owners and teams for the accomplishment of each initiative that will be put in place to achieve the objectives of the plan. The owner of each initiative will report as per reporting relationships as outlined in the organisational chart (please see the organizational chart at Appendix 'A'). The monitoring format will be the completion of a monthly reporting template (please see monitoring and reporting at Appendix 'B').

1. Goal: Securing the Cayman Islands		
INITIATIVE		KEY PERFORMANCE INDICATOR (KPI)
1.1. OBJECTIVE: Increase Joint, Targeted Border Control Operations Against Smuggling on Land and Sea		
1.1.1.	Partner with other Law Enforcement Agencies (LEAs), locally and regionally to conduct anti-smuggling operations.	<ul style="list-style-type: none"> Number of joint tactical operations conducted to combat smuggling and target illegal aliens.
1.1.2.	Develop and implement a marine enforcement and safety education plan for all three Cayman Islands, to improve marine safety, in partnership with local HMC, DOE, Port Authority, and the CI Shipping Registry.	<ul style="list-style-type: none"> Number of intelligence-led patrols conducted. 1 or more joint enforcement education and enforcement operation conducted monthly.
1.2. OBJECTIVE: Enhance Intelligence Led Proactive Operations		
1.2.1.	Complete strategic and tactical crime assessments regularly to ensure the tasking process of the RCIPS is informed with effective and timely intelligence.	<ul style="list-style-type: none"> 1 Strategic Assessment of crime in the Cayman Islands developed by June 30, 2018. 1 Tactical Assessment produced every two weeks.
1.2.2.	Ensure all proactive operations are conducted through, or registered with, the T&C process.	<ul style="list-style-type: none"> All proactive tactical operations tasked through the Tactical Tasking process. All tactical operations tasked outside of the T&C meetings registered with the T&C process.
1.3. OBJECTIVE: Reduce of Organised Crime		
1.3.1.	Increase long-term proactive investigations of criminal organizations with a view to prosecute and dismantle the membership and beneficiaries.	<ul style="list-style-type: none"> Top ten list of criminal organizations, updated monthly. Number of active criminal investigations related to the top ten list.
1.3.2.	Conduct targeted, intelligence-led tactical operations against organised criminal activity.	<ul style="list-style-type: none"> Number of targeted tactical operations conducted. Number of prosecutions related to gambling, drug dealing, prostitution, extortion, gangs, illegal firearms and money laundering.

		<ul style="list-style-type: none"> Value of criminal proceeds seized.
1.4. OBJECTIVE: Improve Collaboration with National and International Law Enforcement Agencies		
1.4.1.	Establish strategic relationships with local, regional and international LEAs to exploit synergies in effectiveness and efficiencies.	<ul style="list-style-type: none"> Number of MOUs signed and implemented. Number of strategic level meetings held locally each quarter, and outcomes.
1.4.2.	Establish direct liaison with relevant regional law enforcement partners by end of 2018.	<ul style="list-style-type: none"> Liaison Officer established for ALL law enforcement partners in each regional, international and local jurisdiction.
1.5. OBJECTIVE: Strengthen Cybercrime Investigative and Forensic Capacity		
1.5.1.	Establish and resource a forensic cybercrimes unit by the end of 2018.	<ul style="list-style-type: none"> Cyber Unit established.

2. Goal: Ensuring Safer Communities		
	INITIATIVE	KEY PERFORMANCE INDICATOR (KPI)
2.1. OBJECTIVE: Develop and Implement a Community Policing Programme		
2.1.1.	Establish Community Policing in all areas of the Cayman Islands.	<ul style="list-style-type: none"> • 14 community beats established and beat officers assigned by March 31, 2018. • 14 beat profiles developed by May 31, 2018. • Form or engage 3 or more neighbourhood watches or community groups in each beat by December 31, 2018.
2.1.2.	More effective policing support for schools.	<ul style="list-style-type: none"> • 1 security risk assessment developed for each school by September 30, 2018. • 1 security review meeting held with the beat officer, beat supervisor and the principal of each school by September 30, 2018. • 1 calendar of events developed for each school by April 30, 2018.
2.2. OBJECTIVE: Improve Response to Reported Crimes		
2.2.1.	Reduce emergency response times to 5 minutes in urban areas and 10 minutes in rural areas.	<ul style="list-style-type: none"> • 1 strategy document developed in conjunction with the DPSC by May 31, 2018. • Response call time strategy implemented by August 31, 2018. • 1 weekly random sample report for response times conducted by Data Quality & Crime Analysis Unit (Crime Manager).
2.2.2.	Improve victim support in all incident responses.	<ul style="list-style-type: none"> • 1 minimum standard manual for victim support developed and implemented by June 30, 2018. • 1 weekly victim care call back report completed by district commander.

2.3. OBJECTIVE: Implement a Programme to Improve Traffic Management (Education and Enforcement)		
2.3.1.	Develop and implement a road traffic management plan for the Cayman Islands.	<ul style="list-style-type: none"> • 1 traffic plan developed for the Cayman Islands by May 31, 2018.
2.3.2.	Increase traffic enforcement operations	<ul style="list-style-type: none"> • 20% increase in traffic enforcement over 2017 • 1 major traffic enforcement operation conducted monthly
2.3.3.	Implement road safety education programme.	<ul style="list-style-type: none"> • Publish 1 or more media release on road safety per month • Conduct 1 or more radio or television education presentation per month • Road safety and traffic compliance education modules developed by April 30, 2018. • 1 monthly road safety education presentation carried out in each beat.
2.4. OBJECTIVE: Implement an Anti-Gang Programme to Reduce Gang Crimes		
2.4.1.	Develop and deliver anti-gang training to all frontline officers and deliver anti-gang education and sensitization to community groups.	<ul style="list-style-type: none"> • Identify, select and train 4 officers as trainers in antigang education by June 30, 2018. • All frontline staff trained in gang sensitization by September 30, 2018. • 1 monthly anti-gang education and sensitization activity carried out in each beat
2.4.2.	Establish gang intelligence desk within JIU.	<ul style="list-style-type: none"> • 1 gang intelligence desk established by March 31, 2018. • 1 problem profile for each gang developed by May 31, 2018. • Gang problem profiles updated by November 30, 2018.
2.4.3.	Targeted anti-gang tactical operations and investigations.	<ul style="list-style-type: none"> • Assign gang investigations to dedicated team by May 31, 2018. • 1 review of gang investigations carried out quarterly • CBO beat profiles to include profiles of gangs in their beats where identified.

2.5. OBJECTIVE: Reduce Firearm Crimes		
2.5.1.	Continue strategic oversight of firearms-related concerns.	<ul style="list-style-type: none"> • 12 strategic firearms meetings conducted by December 31, 2018.
2.5.2.	Prioritise and improve intelligence on firearms crimes.	<ul style="list-style-type: none"> • All firearm crimes prioritized in the strategic and tactical assessments. • 1 problem profile for fire-arm crimes developed by May 31, 2018 and updated every six month. • CBO beat profiles to include profiles of known firearm offenders within their beats and update monthly. • All ballistic and other firearm identification information updated in firearm databses.
2.5.3.	Prioritise firearms-related tactical operations	<ul style="list-style-type: none"> • Number of firearms packages prepared. • Number of firearm packages executed within 24 hours of dissemination. • Number of reveiwed debriefing and delayed firearm operations reports submitted monthly.
2.6. OBJECTIVE: Improve Administration of Police & Licensed Firearms Programme		
2.6.1.	Develop minimum standards and processes for the effective administration of Licensed Firearms consistent with the Firearms Law (2008 Revision), Firearms Regulations (1999 Revision) and other relevant laws.	<ul style="list-style-type: none"> • Minimum requirement package developed by June 30, 2018. • All AFOs trained to conduct inspections of licensee's premises, firearms and documentation by June 30, 2018.
2.6.2.	Improve the security of firearms held by licensed firearm holders.	<ul style="list-style-type: none"> • 12 random inspection packages executed monthly by ARV crews.
2.6.3.	Maintain an inventory of all police firearms & related equipment & audit monthly.	<ul style="list-style-type: none"> • 1 inventory of all firearms reviewed by April 30, 2018. • 1 monthly independent audit conducted against inventory and filed at the STPMO.
2.6.4.	Develop and file audit trails for all tactical firearm operations,including the decision making process.	<ul style="list-style-type: none"> • All tactical firearms operational plans and related policy decisions filed within 24 hours of each operation.

2.7. OBJECTIVE: Prioritise and Improve the Investigation of Child Abuse and Domestic Violence		
2.7.1.	Prioritize and improve the child abuse and domestic violence referrals process.	<ul style="list-style-type: none"> • Child Abuse and Domestic Violence initiatives prioritized in Strategic and Tactical Assessments. • Number of referrals produced monthly.
2.7.2.	Prioritize and improve the investigation of child abuse and domestic violence.	<ul style="list-style-type: none"> • Number of child abuse and domestic violence investigations conducted.
2.7.3.	Develop and implement a child abuse and domestic violence reduction and prevention strategy.	<ul style="list-style-type: none"> • Number of child abuse and domestic violence prevention flyers / literature acquired and disseminated to Community Beat Officers for distribution. • Website and social media platforms kept up to date with the child abuse and domestic violence prevention information. • Number of media appearances to educate and highlight child abuse and domestic violence prevention.
2.8. OBJECTIVE: Prioritise and Improve Intelligence, Response and Prevention of Burglary		
2.8.1.	Prioritise and Improve intelligence on burglary.	<ul style="list-style-type: none"> • Burglary initiatives prioritized in Strategic and Tactical Assessments • Number of packages produced by burglary intelligence. • 14 beat habitual burglars list updated every two weeks.
2.8.2.	Develop and implement a burglary reduction and prevention strategy.	<ul style="list-style-type: none"> • Number of burglary initiatives conducted. • Number of burglary prevention flyers acquired and disseminated to businesses and community members per beat monthly. • Website and social media platforms kept up to date with the latest burglary prevention information.
2.8.3.	Implement a proactive burglary team to focus on burglary investigation, and action reduction and prevention operations.	<ul style="list-style-type: none"> • Burglary team established. • Burglary investigations prioritized and assigned. • Anti-burglary operations conducted as required in burglary hotspots. • Weekly burglary report submitted to Det. Supt. CID.

2.9. OBJECTIVE: Prioritise and Improve Intelligence, Response and Prevention for Robbery		
2.9.1.	Prioritise and improve intelligence on Robbery.	<ul style="list-style-type: none"> • 1 robbery intelligence desk implemented by March 31, 2018 • Top 10 robbery suspects included in all tactical assessments for 2018 • 14 CBO beat information reports on habitual robbers sent to JIU every two weeks
2.9.2.	Develop and implement a robbery reduction and prevention strategy.	<ul style="list-style-type: none"> • Number of anti-robbery initiatives conducted. • Number of robbery prevention flyers acquired and disseminated to businesses and community members per beat monthly. • Website and social media platforms kept up to date with the latest robbery prevention information.

3. Goal: Delivering a Professional Service		
INITIATIVE		KEY PERFORMANCE INDICATOR (KPI)
3.1. OBJECTIVE: Improve Communications and IT Management		
3.1.1.	Conduct a review of communications in the RCIPS by end of August 31, 2018.	<ul style="list-style-type: none"> • RCIPS communications review report identifying gaps and requirements, with recommendations, submitted to CoP by September 30, 2018.
3.1.2.	Develop and implement a communications plan to achieve the requirements identified in the communications review.	<ul style="list-style-type: none"> • Communications plan developed and implementation commenced by December 31, 2018. • Public relations plan developed and implementation commenced by December 31, 2018. • Media relations plan developed and implementation commenced by December 31, 2018. • Website developed and implemented by December 31, 2018.
3.1.3.	Develop and implement an IT programme for the RCIPS.	<ul style="list-style-type: none"> • Processes established and procedures published for accessing all IT related services within RCIPS by December 31, 2018. • IT documents folder established and available on the L Drive by September 30, 2018.
3.2. OBJECTIVE: Improve Human Resource Management		
3.2.1.	Improved accessibility to HR related legislation, policies, forms and other literature.	<ul style="list-style-type: none"> • All HR related laws and policies located on HR Laws and Policies folder on L Drive by August 31, 2018.
3.2.2.	Develop requirements for each role and align them with a performance plan within the Electronic Performance Management (EPM) process by August 31, 2016.	<ul style="list-style-type: none"> • Requirements for each role developed and agreed and documented within EPM by September 30, 2018. • Performance plan agreed with each employee and documented within EPM by September 30, 2018.
3.2.3.	Develop one or more successor/s for each promoted rank within the EPM process.	<ul style="list-style-type: none"> • At least one successor identified for each promoted rank by September 30, 2018, and documented within EPM.

3.2 OBJECTIVE: Improve Human Resource Management (continued)		
3.2.4.	Monitor staff concerns to improve HR management.	<ul style="list-style-type: none"> • Email address established and all employees informed by February 28, 2018. • Reminders of email address published monthly. • Exit interviews of all leaving employees conducted by HRD.
3.2.5.	Improve trust by keeping staff informed of steps to improve and address their concerns.	<ul style="list-style-type: none"> • Monthly list of concerns and steps taken to address them published, commencing May 31, 2018.
3.2.6.	Develop a training programme to address the skill requirements of strategic and annual plans by August 31, 2018.	<ul style="list-style-type: none"> • Training programme developed by August 31, 2018, prioritized to skills gaps.
3.3. OBJECTIVE: Improve Quality in Management		
3.3.1.	Improve core policing and business functions.	<ul style="list-style-type: none"> • List of CSFs, core policing and business functions, aligned to strategic goals and objectives, by May 31, 2018. • Processes and procedures for all CSFs, core policing and business functions implemented by December, 2018.
3.3.2.	Reduce risks and costs through effective facilities management.	<ul style="list-style-type: none"> • Monthly reports received from all RCIPS units commencing by August 31, 2018.
3.3.3.	Test implementation and compliance of policing and business functions with organizational requirements.	<ul style="list-style-type: none"> • Two completed reviews of key policing or business processes for 2018. • Monthly aggregated report with analysis on RCIPS estate checklist returns. • Monthly report from Superintendent Administration on actions taken to address gaps in monthly aggregated estate checklist. • Monthly progress reports from all initiative owners. • Monthly meetings conducted to address implementation progress, policing and business requirements gaps and concerns.

3.4. OBJECTIVE: Meet or Exceed Minimum Standards in Legal Requirements		
3.4.1.	Meet or exceed minimum standards for critical legal requirements.	<ul style="list-style-type: none"> • Policies, processes and resources to ensure compliance with legislation for; Freedom of Information, Office of the Ombudsman, RCIPS Professional Standards, Human Resources, Data Protection, Prisoners in Custody, Search, and Adult cautions. • Established by December 31, 2018.
3.4.2.	Ensure compliance with minimum requirements.	<ul style="list-style-type: none"> • Monthly aggregated report from STPMO on critical legal requirements, by September 7, 2018. • Organizational staffing profile updated monthly by HRD.
3.4.3.	Conduct inspections and reviews to test compliance or variations with requirements.	<ul style="list-style-type: none"> • Two critical legal requirements reviewed by December 31, 2018.
3.5. OBJECTIVE: Reliable Statistics		
3.5.1	Establish processes to produce consistently reliable, timely and relevant statistics.	<ul style="list-style-type: none"> • Working relationship with ESO developed by April 20, 2018.
3.5.2.	Consistent publication of relevant and reliable statistics.	<ul style="list-style-type: none"> • Annual statistics published by April 17, 2018.
3.6. OBJECTIVE: Meeting or Exceeding Customer Expectations		
3.6.1.	Create and promote a customer-focused, service-oriented culture.	<ul style="list-style-type: none"> • All staff trained on customer services requirements by June 30, 2018. • Artifacts of on customer service service requirements posted in visable locations by June 30, 2018. • Staff in violation of customer service requirements retrained within 1 month of the violation.
3.6.2.	Keeping complainants informed and supported.	<ul style="list-style-type: none"> • All incident report complaints updated within 24 hours of of an incident and as needed thereafter in RMS. • Call-back made to a minimum of 25% incident report complainants in each work shift or within each business day.
3.6.3.	Testing public satisfaction with policing services.	<ul style="list-style-type: none"> • Annual public satisfaction survey conducted by November 30, 2018.

APPENDIX A – ORGANIZATIONAL CHART



APPENDIX 'B'

RCIPS Annual Policing Plan - 2018

MONITORING AND REPORTING FRAMEWORK

Implementation

The implementation of the Annual Policing Plan 2018 will be headed by the Commissioner of Police (CoP) with the support of his senior command team. Members of the senior command team who are heads of portfolios or departments will be responsible for implementing the initiatives falling within her/his portfolio/department.

Portfolios are headed by Superintendents, the Business Manager and the Chief HRPD Manager. Each portfolio head will be accountable to implement the agreed initiatives that fall within their portfolio. Some initiatives will require collaboration between portfolios/departments, in which case, all the portfolio/department heads involved will be responsible for that element of the initiative which falls within her/his portfolio. However, this is a collaborative (and not a competitive) process which will require a focus on intent and outcomes, with less emphasis on portfolio responsibilities. Each portfolio head is expected to support the successful implementation of an initiative through the sharing of resources and information required with the portfolio/department head who is the formal owner responsible for implementation.

Tasking and Ownership

The CoP will assign ownership of an initiative at the portfolio/department level. This is a tasking process which will be documented in a tasking document, showing initiative, requirements (with specifications in some cases), the due date and the owner. It is the responsibility of the initiative owner to develop the plan, source the appropriate resources and develop the relevant processes, policies, procedures and people to achieve the successful implementation of an initiative within the agreed timeline and according to the relevant requirements within the Annual Policing Plan 2018.

Monitoring

Monthly Progress Reports

The Annual Policing Plan 2018 will be monitored according to each initiative on a monthly basis. Each owner will provide written monthly reports to the CoP, copied to the STPMO, using the monthly performance report template. The monthly reports will be

completed according to each initiative, listed under the relevant strategic objective. Each initiative owner will complete the template with the specific initiatives assigned to her/him.

In the box for 'Results', the owner will record the current status of the task or initiative.

In the box for 'Explanation', the owner will record any variation from planned targets and highlight significant concerns and achievements. This is intended as a brief explanation of the current performance or results.

Updated instructions from the CoP will be included in the meeting report, which will be sent to each attendee and initiative owner.

Monthly Commissioner's Meeting

Each portfolio head and the senior command team will attend the Monthly Commissioner's Meeting on the (date to be decided monthly by CoP) of each month, where initiative implementation progress and concerns will be discussed. The STPMO will produce a *monthly aggregated report* with a progress monitor to show the status of each initiative, which will inform the meeting. This report is comprised of the information provided by each initiative owner. The focus of this meeting will be problem-solving, risk management and to ensure alignment with, and progress towards, the goals and objectives of the Annual Policing Plan.

Inspections and Reviews

In addition to the monthly aggregated report, the STPMO may also be tasked by the CoP to conduct inspections and reviews (including audits) on the progress of the implementation of initiatives and concerns.