ROYAL CAYMAN ISLANDS POLICE SERVICE

Corporate Strategy Statement
2018 – 2020
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VISION, MISSION & VALUES

Vision:
- Making the Cayman Islands Safer

Mission:
- Working with our communities, working for our communities

Values:
- Respect
- Courtesy
- Integrity
- Professionalism
- Service

Respect – 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.

Courtesy – We will be courteous in all our actions, while remaining resolute.

Integrity – We will act lawfully, ethically, firmly and fairly, with transparency and accountability.

Professionalism – We will maintain the highest standards of professionalism.

Service – We will work in partnership with our stakeholders to meet and exceed the expectations of our communities.
Commissioner's Foreword

As Commissioner of Police I am pleased to present our 3 year Corporate Strategy Statement for the period 2018/2020. Over the past year, I have spent much time assessing our operating environment, implementing interim measures to increase staffing and resource allocations while undertaking planning strategies in collaboration with all stakeholders to carve out our new strategic plan which will translate into 3 annual policing plans over the life of the strategy. The objectives set out in this strategy reflect Government and National Security Council policy priorities for policing and incorporate partnership consultation and feedback from our communities.

The Corporate Strategy Statement sets out the strategic direction for the RCIPS having regard to the changing policing landscape, national and global developments. Our strategic intent is to work in partnership and collaboration with the communities we are entrusted to serve. This will be achieved through 3 strategic goals:

- Goal 1 - Securing the Cayman Islands
- Goal 2 - Ensuring Safe Communities
- Goal 3 - Delivering a Professional Policing Service

We remain committed to building confidence and trust in the RCIPS. The central focus of the strategy is to build organisational competence, capacity and capability in all areas of policing operations. Over the life of the strategy we will build and improve on what we do well and introduce new capabilities. A strategic imperative for RCIPS is to deliver a modern, progressive, professional, well resourced, well managed, disciplined, 21st Century policing service with the competence and capacity to be accessible, lean, agile, active, visible and responsive. Our services will be delivered in a professional, fair, transparent and accountable manner.

Policing in the Cayman Islands cannot be delivered in isolation of the global operating environment. Traditional crimes have given way to less visible crimes which crosses international boundaries. Our activities must be inextricably linked with our regional and international partners to collectively and innovatively tackle cross-border crime (in all of its forms), which includes cyber enabled/dependent crime.

RCIPS in the years ahead will undergo significant change as it transforms to meet the policing needs and challenges of a modern democratic society. A number of major change initiatives are already underway. We must make the most effective and efficient use of our limited resources to meet the rising expectations of a modern Caymanian society. This is a formidable challenge where we
must review and change the way we conduct our business in order to respond to the many competing and complex demands from a 21st Century policing service. As Commissioner of Police, I am committed to delivering an effective, achievable, organizational change programme and our human resources are our most valuable asset to accomplish this objective. We are working to ensure the most effective use of the resources available through restructuring and reconfiguration of service delivery methods and new work practices.

Over the life of the corporate strategy, the RCIPS will continue to pursue a vigorous community policing philosophy which underpins the delivery of services. We will engage in partnerships with our communities and with all relevant government and non-government organisations and other stakeholders. This approach is absolutely essential if we are to succeed. Through our regular attendance at community meetings and other forums we will listen and hear the concerns from our communities. Listening to our communities will allow us to adjust our plans and actions to meet their expectations.

We are conscious of the impact of crime levels in our various communities. We remain committed to delivering on our primary task which is to prevent and detect crime and reduce the fear of crime and anti-social activities by a minority. Ultimately, we share the view that members of our communities should feel safe in their own homes, on our roads and in our communities. Protecting and supporting the most vulnerable in our communities is key. Community is at the heart of our decision making. With the support of our communities across our islands I am confident that we will continue to develop and deliver high standards of service.

This year saw the launch of the Cayman Islands Government 5 year strategic plan to deliver a World Class Civil Service. The RCIPS are committed to the success of this Government strategy and our strategic objectives are aligned.

January, 2018 saw the commencement of the Police (Complaints by the Public) Law, 2017. I welcome the introduction of this new law and also the establishment of the Ombudsman Office which will provide independent oversight of police actions. I have signed a Memorandum of Understanding with the Ombudsman committing to a co-operative and collaborative engagement in this very important oversight function.

Derek Byrne
Commissioner of Police
INTRODUCTION

There is a consensus that the RCIPS needs to change to meet the demands of policing a modern democratic society and it needs to do so quickly. However, changing an organization in a meaningful and sustainable way cannot be done overnight. Organizational change is a process which can take years to complete. Change is also very disruptive. The RCIPS does not have the luxury of discontinuing operations while changes are taking place. We must get on with the critical changes necessary to make the RCIPS the kind of organization that can deliver the outcomes to make the Cayman Islands a safer place to live, work and play.

The Rationale for Change

The globalization of transportation, communications and finance has benefited not only illicit business but also professional criminals and terrorists, arms dealers, drug traffickers, money launderers, human traffickers and sundry criminals who are enabled by new affordable technologies and are increasingly organized into sprawling global networks. As a result, understanding international organized crime and terrorism networks has become a widely accepted paradigm in the field of international relations. Knowing criminal adversaries, understanding how they are organized and what advantage this provides is key to developing sound responses to security challenges. In response, law enforcement domestically and globally must adopt a more networked structure.

Rising expectations of Caymanian Society for a modern, well-respected police service that reduces crime and enhances public safety underpins service provision requirements. In shaping the policing service, it is vital that the community is recognized and treated as frontline stakeholders. There is a requirement to widen and deepen police/public partnerships and consultation, as well as to regularly monitor levels of public satisfaction with the RCIPS. The RCIPS will renew and upgrade Community Policing (previously called Neighbourhood Policing), making it our basic policing philosophy and practice, to deliver on these rising expectations and new realities.

Community Policing

Community Policing* is the foundation of policing in a modern and democratic society. It recognises that residents are best placed to know the priorities and problems in their communities*. When policing incorporates the collaboration of all stakeholders (residents,
police, public and non-public service providers, businesses, etc.) it is also most effective in making our communities safer. The police remain the lead stakeholder in the security and policing responses to problems in the community; however, they seek to meet or exceed the community’s expectations in these regards. This approach removes the gap between the intentions of the police and the expectations of the community, because instead of coming into communities to tell them what the problems are and what they will be doing, the police seek to become a part of the community. Problems are identified by the community, which includes the Community Beat Officer or CBO (previously called the Neighbourhood Police Officer or NPO), and the best solutions are identified and pursued, using all available resources.

The police are therefore part of the team of stakeholders and not outsiders. Problems are owned by the community and not by the police alone. This approach also allows the police to be close to community changes, thereby achieving appropriate solutions to evolving problems for continuous learning and sustainability. It provides the best intelligence opportunities on what is taking place in the community and pre-empts criminal behaviours by identifying and addressing them at the source. Early problem identification and intervention result in benefits such as reduced impacts and costs to the community. Examples include juvenile delinquency which has the potential to become criminal (truanting, bad associations, etc.) and local infractions which can develop into major criminal enterprises (illegal gambling, illegal motorbikes, illegal liquor sales, illegal roadside enterprises, littering, speeding, suspicious activity, suspicious persons, other quality of life offences). We believe that the enhancement of Community Policing in all three Cayman Islands has the greatest potential for reducing the fear of crime as well as real crime, for improving police/public relationship and ensuring that our communities are safe.

*(Please see page 22 for definitions and further explanations.)*

**National Decision Model (NDM)**

Even with the best intentions and the best intelligence, police decision making is often complex. Decisions are required in difficult circumstances and are often made based on incomplete or contradictory information. Also, police officers and support staff are often required to make decisions in circumstances where those involved deliberately mislead or try to mislead them. It is not surprising that sometimes the decision does not achieve the best outcome. To help RCIPS personnel make decisions and to provide a
framework in which decisions can be examined and challenged, both at the time and afterward, the RCIPS has adopted a single, national decision model (NDM).

The NDM has at its centre the RCIPS Code of Ethics, as the standard for all decision making. Using the NDM encourages police officers and civilian support staff to act in accordance with the Code of Ethics, using their discretion where appropriate. The NDM also reduces risk aversion and compliments the RCIPS’ intelligence-led policing approach by weighing the balance of resourcing against demand, threat and risk.

**Code of Ethics**

Public confidence in the RCIPS depends on all police personnel demonstrating the highest level of personal, professional and ethical standards of behaviour. The public must be able to trust its police service to be competent and to act ethically at all times. The RCIPS has adopted a Code of Ethics, which sets out the standards of behaviour and decision making expected of all members of the organization on a day to day basis. The Code allows the public to assess what they should expect from members of the police service and encourages them to demand the highest professional and ethical standards from all RCIPS personnel. The Code of Ethics applies to all RCIPS police officers and civilian staff, volunteers and those temporarily working for the RCIPS, in every role, at every level.

**INFORMING THE STRATEGY**

There are significant risks in developing a strategic plan without deep consultation within the organization; our stakeholders, and especially of the general public whom we serve. We must get on with the change process to address the urgent organizational gaps necessary, even as we respond to the daily policing challenges. However, we are very cognizant of the fact that we must listen to all stakeholders to ensure that we make the right changes and also make the changes right. Therefore we will be open to all inputs, even while we continue this journey to make the RCIPS a modern and responsive organization working with our communities to achieve safety and security for the Cayman Islands. To this end, we have developed a deliberate set of processes to capture ongoing consultation with all stakeholder groups.
This plan represents consultation with stakeholders as well as professional input; however, we intend to pursue an on-going consultation with all identified elements for the life of the plan. A scoping process identified staff views, government priorities, environmental analysis, the public, other stakeholders, and legislation as the elements that inform this strategic plan. Although some of these components include critical and non-critical stakeholders, each element or group is central to the overall success of the strategic plan. Put another way; this plan is not achievable without any one of these six components. It is important to emphasize that this plan is not set in stone, but is subject to change from learning and on-going consultation. On-going consultation is critical if we are to capture perpetual change and innovate to ensure the plan remains relevant. Any changes must be put through a process of analysis and risk assessment and signed-off by strategic management, to ensure that the proposed changes are aligned with the strategic intent and do not adversely impact other processes.

**Informing the Strategy**
Stakeholder groups and requirements were identified in the scoping process. On-going consultation will continue to inform the plan.
The Views of Our Staff are critical to the development of a final plan. After all, they are the ones who will be required to deliver the lion’s share of this plan. Full consultation of staff will seek to capture the accumulated experience, concerns and innovations that have the potential to improve the ability of the RCIPS to achieve its mission, and will include all police officers and all support staff. All processes put in place to operationalize this plan will have a senior officer or supervisor appointed as the owner, who along with the supporting team will be responsible for delivering the outcomes of that process. The owner will ensure full consultation at the team level. Also, the STPMO has published an invitation to all staff by email for input on any area of the RCIPS Strategic Plan and about any other policing matter. Email suggestions or comments may be sent to stpmo@rcips.ky. The STPMO will collate and analyse the responses and recommend actions to senior management, which will decide to implement or not, and a response sent to the proposer if she/he is identifiable, or published through the appropriate medium. Suggestions received by email will be included in a monthly report to the CoP by the STPMO.

Government Priorities set out in current government policies and requirements. Other government stakeholders will be consulted to ensure our plan reflects their concerns. These stakeholders include H.E. the Governor, the Government, the Deputy Governor and the National Security Council. Government policies and requirements informing the RCIPS strategic plan include:

- The Cayman Islands Constitution Order 2009
- Cayman Islands Laws and Regulations
- National Security Council requirements
- Cayman Islands Government Budget: 2018-2019

Environmental Analysis looks at the internal (strengths; weaknesses) and external (opportunities; threats) environments to identify those factors affecting, or with the potential to affect, the RCIPS. The objectives are to manage the risks, anticipate the threats and exploit the opportunities to improve the effectiveness and efficiencies of the RCIPS. We recognise that this is an on-going process that should never cease if we are to achieve sustainability. The results of our initial SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis inform this plan.
Public Consultation: Among our critical stakeholders, the communities we serve are our most important. Recent history of public feedback (2015 online survey; 2016 public survey; NPD feedback forums) informs this plan. One of the common concerns identified is the need for community-based policing solutions. The RCIPS is in the process of implementing a Community Policing plan that incorporates on-going consultation with the public with quarterly reporting requirements. We will also include call-back requirements in our annual policing plans which will not only measure public satisfaction with policing response but provide feedback on how we can do things better. The objective is to build an awareness of public concerns and maintain this awareness despite changes over time.

Other Stakeholders include law enforcement agencies (LEAs) with which we partner locally and internationally, the judiciary, the DPP, other government departments and agencies, non-governmental organizations, the business community, educational institutions, religious groups, and others. We will consult all stakeholders regularly, as this plan progresses.

Legislation constrains and empowers the police in the conduct of law enforcement. It includes all laws (including case law) and regulations relevant to the Cayman Islands jurisdiction and which impact the police and communities. It is, therefore, a vital element which informs this plan. A full list of current laws and regulations is available at https://www.judicial.ky/.

Alignment - National Security Strategy (NSC)

The NSC has established a strategy for National Security to improve the quality of life in the Cayman Islands through effective law enforcement, successful crime prevention, and secure borders. To accomplish this, the NSC will pursue four broad goals:

(1) Prevention:
   a. The prevention of crime and antisocial behavior through early engagement.
   b. Developing our capabilities to take preventative action, and taking a proactive approach to reducing individual risk factors.
   c. Developing community-based interventions, and proactively approaching the treatment of rehabilitation of offenders.
(2) Protection:
   a. Ensuring public safety through effective enforcement of laws and regulations.
   b. Keeping those committed by the court secure, while upholding an agenda of decency.
   c. Protecting from harm those who are vulnerable, and providing effective victim services.
   d. Sharing information and delivering intelligence-led security efforts.
   e. Adopting a rigorous approach to assessing risks and threats to our security, and the options for tackling them.

(3) Professionalism:
   a. Hiring the best, investing in our people and providing the resources necessary to protect national security.
   b. Upholding the highest standards of integrity and professionalism in all that we do.
   c. Continuing to invest, learn and improve to strengthen our security.

(4) Partnership:
   a. Building on our relationships with the community we serve and engaging the public as a key stakeholder.
   b. Developing policies and delivering services by the use of an integrated approach that cuts across departmental lines and traditional policy boundaries.
   c. Building partnerships and ensuring cooperative arrangements are in place.
THE RCIPS STRATEGIC PLAN

The basic pillars of our policing approach are Community Policing as an underlying philosophy, with the National Intelligence Model as the way we organize our resources for efficiency and effectiveness, the National Decision Model to promote consistent, high-quality decisions by RCIPS personnel, and the Code of Ethics to clarify minimum standards of behaviour required of police and civilian staff at all times. The RCIPS’ organizational values of ‘Respect,’ ‘Courtesy,’ ‘Integrity,’ ‘Professionalism’ and ‘Service’ is the foundation on which all these strategies are based. A foundation of values require that all our plans and actions are expected to fall within these parameters of behaviours (please see below at Values). The following sets out our strategic organizational plan for the years 2018, 2019 and 2020:

Vision: Making the Cayman Islands Safer

The Cayman Islands have all the social problems of a modern democratic society, enhanced by its metropolitan and highly diverse population. Although crime has increased over the years, the Cayman Islands remain among the safest places in the world. It is our vision to work with our stakeholders for a safer environment where communities are free to live, work and play without the fear of crime.

Mission: Working with Our Communities; Working for Our Communities

Our mission is to serve our communities by working with them to address all policing concerns by taking proactive actions, investigating and responding to crimes at all levels, in an effective and efficient manner.

Values: Respect, Courtesy, Integrity, Professionalism, Service

Our values underpin our standards of behavior and fundamental promise to uphold the highest ethical standards and levels of professionalism in service to the people of the Cayman Islands. These standards are congruent with the laws and regulations governing the RCIPS, police best practices and the expectations of our communities. Our values emphasize our resolve to be
respectful of all peoples regardless of the individual identity and profile, to be courteous even under the most challenging circumstances, to maintain the highest integrity and standards of professionalism, and the concept of service to our communities.

**RCIPS Strategic Goals**

To accomplish the mission of working with our communities to achieve the vision of making the Cayman Islands a safe place to live, work and play, we will pursue three broad strategic goals:

1) Securing the Cayman Islands

2) Ensuring Safe Communities

3) Delivering a Professional Service

These goals are further broken down into objectives and each objective is fully planned and resourced for its accomplishment.

(This Corporate Strategy Statement 2018-2020 will translate into annual policing plans which will be uploaded to the RCIPS web-site for reference.)
GOAL 1: SECURING THE CAYMAN ISLANDS
GOAL ONE: SECURING THE CAYMAN ISLANDS

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>INITIATIVES</th>
<th>OUTCOME</th>
<th>NSC GOALS</th>
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</table>
| Increase joint targeted Border Control operations against smuggling on land and sea | • Partner with other Law Enforcement Agencies (LEAs), locally and regionally to conduct anti-smuggling operations.  
• 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. | • Reduced illegal marine-based smuggling.  
• Reduced opportunities for illegal aliens to function in the Cayman Islands.                                                                                                                            | • Prevention  
• Protection  
• Partnership |
| Enhance intelligence-led proactive operations                                           | • Complete strategic and tactical crime assessments regularly to ensure the tasking process of the RCIPS is informed with effective and timely intelligence.  
• Ensure all proactive operations are conducted through, or registered with, the T&C process.                                                                                                           | • Improvement in effectiveness and efficiency  
• Reduction in criminal activity                                                                                                                                   | • Prevention  
• Protection                                                                 |
GOAL 2: ENSURING SAFE COMMUNITIES
## GOAL TWO: ENSURING SAFE COMMUNITIES

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</table>
| Develop and implement Community Policing | • Establish Community Policing in all areas of the Cayman Islands.  
• More effective policing support for schools. | • Safer communities  
• Safer schools | • Prevention  
• Partnership  
• Protection |
| Improve Response to Reported Crimes. | • Reduce emergency response times to 5 minutes in urban areas and 10 minutes in rural areas.  
• Improve victim support in all incident responses. | • Improved response time  
• Reduced fear of crime | • Protection |
| Implement a programme to improve Traffic Management. | • Develop and implement a road traffic management plan for the Cayman Islands.  
• Increase traffic enforcement operations over 2017.  
• Implement road safety education programme. | • Improved road safety awareness  
• Safer Roads | • Prevention |
| Implement an Anti-Gang Programme to reduce gang crimes. | • Develop and deliver anti-gang training to all frontline officers and deliver anti-gang education and sensitization to community groups.  
• Establish gang intelligence desk within JIU.  
• Conduct targeted anti-gang tactical operations and investigations. | • Reduction in gang-related crimes  
• Greater resistance to gang involvement | • Partnership  
• Prevention |
| Reduce Firearm Crimes | • Continue strategic oversight of firearms-related concerns.  
• Prioritise and improve intelligence on firearms crimes.  
• Prioritise firearms-related tactical operations. | • Improved intelligence & response to firearms crimes | • Prevention  
• Protection |
| Improve Administration of Police & Licensed Firearms Programme | • 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.  
• Improve the security of firearms held by licensed firearm holders.  
• Maintain an inventory of all police firearms & related equipment & audit monthly.  
• Develop and file audit trails for all tactical firearm operations, including the decision making process. | • Improved administration of licensed firearms-related matters.  
• Improved compliance with firearms law and regulations | • Prevention |
### STRATEGIC OBJECTIVES

<table>
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<tr>
<th>Prioritize and Improve the investigation of child abuse and domestic violence.</th>
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<td>- Prioritize and improve the child abuse and domestic violence referrals process</td>
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<tr>
<td>- Prioritize and improve the investigation of child abuse and domestic violence.</td>
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<tr>
<td>- Develop and implement a child abuse and domestic violence reduction and prevention strategy.</td>
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<th>Prioritise and Improve Intelligence, Response and Prevention of Burglary</th>
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<td>- Prioritize and improve intelligence on burglary.</td>
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<tr>
<td>- Develop and implement a burglary reduction and prevention strategy.</td>
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<tr>
<td>- Implement a proactive burglary team to focus on burglary investigation and action reduction and prevention operations.</td>
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<th>Prioritize and improve intelligence, response and prevention for robbery</th>
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<td>- Prioritize and improve intelligence on robbery.</td>
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<tr>
<td>- Develop and implement a robbery reduction and prevention strategy.</td>
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### INITIATIVES

- More effective response to child abuse and domestic violence. |
- Improved child abuse and domestic violence prevention and awareness. |
- Prevention |
- Protection |
- Improved burglary prevention awareness |
- Prevention |
- Protection |
- Improved robbery prevention awareness |
- Prevention |
- Protection |
GOAL 3: DELIVERING A PROFESSIONAL POLICING SERVICE
### GOAL THREE: DELIVERING A PROFESSIONAL POLICING SERVICE

<table>
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| Effective communications management | • Conduct a review of the communications requirements of the RCIPS.  
• Develop and implement a communications plan to achieve the outcomes identified in the communications review (Risks – data management/data security).  
• Develop and implement a communications policy, public relations policy and media management plan.  
• Implement a website and intranet for the RCIPS. | • Established standards for public relations.  
• More effective communications with public, media and staff. | • Professional -ism |
| Effective Human Resources Management | • Provide staff with accessibility to relevant legislation and policies affecting employment, working conditions and requirements.  
• Develop requirements for each role in each process and function and provide copies to staff members.  
• Agree on a performance plan with each employee in each role within the EPM process.  
• Identify skills gaps per role and develop a plan with each employee within the EPM process to address them.  
• Link all advancement to performance evidence in the EPM process.  
• Identify, train, mentor and document within the EPM process, one or more successor/s for each promoted rank.  
• Conduct exit interviews with all departing staff to inform the HR process.  
• Provide anonymous feedback opportunity for all staff and address significant concerns and suggestions with the appropriate ownership.  
• Publish significant concerns raised on a monthly basis and the measures taken to correct them.  
• Conduct annual staff satisfaction survey to measure morale and commitment. | • More efficient administration of HR related matters.  
• Improved data security.  
• Improved organizational commitment.  
• Reduced attrition  
• Improved succession management.  
• More informed HR strategies. | • Professional -ism |
### (GOAL 3 CONTINUED)

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| Quality in management | - Develop processes for business and policing functions in conjunction with staff, using the PDCA (or similar) cycle, to improve, generate or maximize service delivery within budgetary and resource allocations, or to improve the effectiveness and/or efficiency of existing ones.  
- Identify and benchmark best-practice and minimum standards in all police and business processes.  
- Train and require all teams to implement best-practices and maintain minimum standards.  
- Conduct quarterly inspections and reviews to ensure business and policing processes are aligned with strategic goals and objectives.  
- Reduce risks and costs through effective facilities management.  
- Use advancements in technology to enhance service delivery. | - Efficient use of financial and human resources  
- More effective and efficient delivery of services  
- Improved customer focus | - Professional -ism |
| Meet or exceed minimum standards in requirements | - Develop and deploy policy, processes and resources to meet Freedom of Information requirements.  
- Develop and deploy policy, processes and resources to meet the requirements of the Ombudsman Law, 2017 & the Police (Complaints by the Public) Law, 2017.  
- Develop and deploy policy, processes and resources to enforce compliance with RCIPS professional standards.  
- Develop and deploy policy, processes and resources to address Data Protection requirements.  
- Ensure compliance with minimum requirements for human resources management.  
- Conduct inspections and reviews to test compliance or variations with requirements. | - Improved compliance with minimum standards of requirements | - Professional -ism |
| Reliable statistics | - Partner with the Economics and Statistics Office to develop processes to ensure the integrity, relevance and timeliness of data collection and crime statistics.  
- Produce and publish annual statistics on reported incidents, crimes and outcomes, updated every six months. | - More reliable statistics  
- More relevant and timely statistics | - Professional -ism  
- Partnership |
(GOAL 3 CONTINUED)

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| Meet or exceed customer expectations | • Train all staff on customer service requirements, aligned to organizational values and objectives.  
• Require retraining of staff in violation of poor customer service requirements.  
• Update all incident report complainants on investigative progress within 24 hours of the incident report and regularly thereafter at two weekly intervals or as needed.  
• Random call-back to minimum of 25% of incident report complainants (including walk-ins) in each work shift or within each business day, by supervisors at Inspector level, documented in RMS at the time of call-back. | • Improved customer service capability and delivery  
• Reduced public complaints  
• Improved complainant satisfaction  
• Improved accountability | • Professional -ism |

Notes on Community Policing

Community Policing, as practiced in the Cayman Islands defines a ‘Beat’ as a geographical area identified within a district for policing purposes. There are 14 beats in the Cayman Islands, with 12 in Grand Cayman and 2 in the Sister Islands. Beats are numbered from 1 – 14. Please visit the RCIPS website at www.rcips.ky to see the exact location and areas covered by each beat.

A ‘Community’ is defined as a group of people who have a common interest and is not necessarily based on geography. This means that although most communities are people within a particular geographical area, there are some communities that are located online, or that are transient (such as commuters or social clubs that are not based at any particular location). It also means that one beat will be comprised of multiple communities. For example, Beat Number 1, which includes the Northside district, is comprised of many geographical communities, a boating community in Kayman Kai, a camping community at certain times of the year, and so on. A person may also be a member of many communities (a residential community, a community at work, school, sports, etc.).

For further information about the subjects covered in the Corporate Strategy Statement, please contact:

Strategic Transformation & Project Management Office,  
RCIPS Police Headquarters. Email: stpmo@rcips.ky Tel. (345) 244 2992