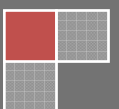


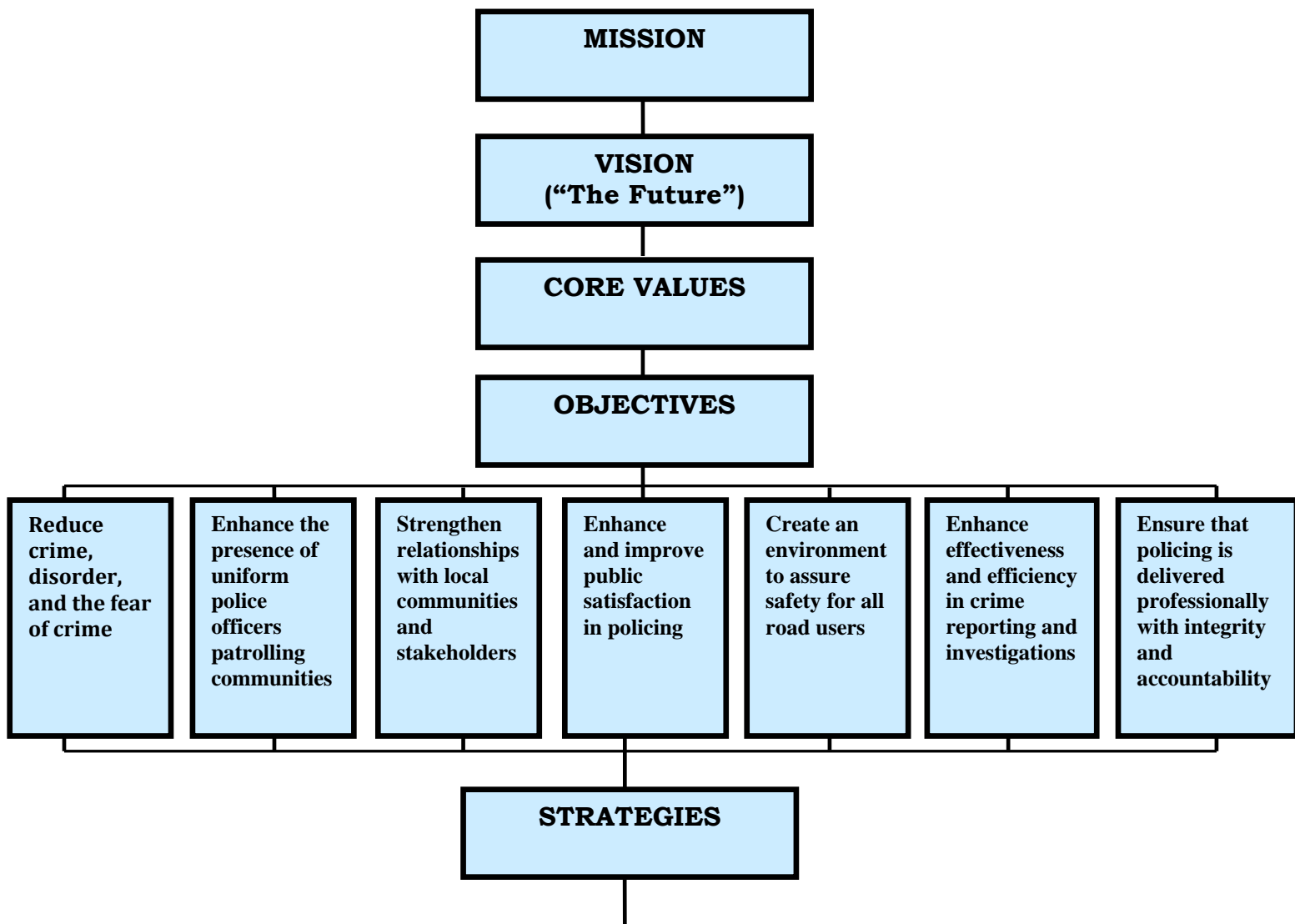
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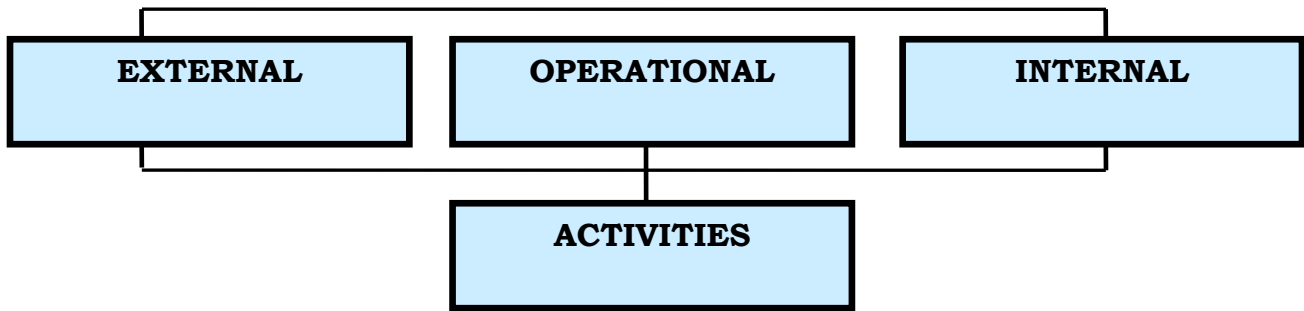
ROYAL SAINT LUCIA POLICE FORCE

STRATEGIC PLAN 2008/2011



STRATEGIC PLAN OUTLINE





MISSION STATEMENT

“To provide a professional policing service, and in partnership with all communities to create a safer environment for all the people in St. Lucia.”

ROYAL ST. LUCIA POLICE FORCE STRATEGIC PLAN 2008/2011

The Royal St. Lucia Police Force (RSLPF) is the principal agent for;

- nationwide maintenance of law and order
- the preservation of the peace,
- the protection of life and property
- the prevention and detection of crime
- the enforcement of all laws and regulations with which it is charged, and the apprehension of offenders.

As part of the organization’s drive to deliver the best quality service to all the people in St. Lucia, the philosophy of Community Policing is at the center of its thrust to obtain respect, trust, confidence, and provide an accountable, effective and efficient service to citizens and other persons within the country.

PURPOSE OF THE PLAN

The purpose of this plan is to outline all aspects of the organization’s activities over the next three years. It sets out the objectives and shows how the force intends to achieve them. It provides details of what we are seeking to achieve and will allow the communities and others to hold us to account in delivering it. Details of our achievements throughout the year will form part of the Force’s Annual Report, which will in turn serve as a guide in preparing the following years Policing Plan.

FORMULATION OF THE PLAN

The Saint Lucia economy depends primarily on tourism and banana production with some contribution from small scale manufacturing. The banana industry is experiencing severe decline, in light of this event tourism has become the main source of income. Two most common threats to the tourism industry's prosperity is its vulnerability to increased criminal activities and the fear of crime. To this end every member of the Royal St. Lucia Police Force must be cognizant of their role in delivering high quality policing to effectively and efficiently manage criminal activities. We recognize that only by improving our services can there be an increase in public confidence resulting in the successful achievements of our goals. We will strive to improve public confidence and satisfaction in the services we provide.

We have used many strategies to help us develop this Strategic Plan to ensure that relevant and up dated information is captured in order to develop a strategy which reflects the needs of St. Lucia. The Public and Stakeholders consultations have been the centre of our efforts to understand what the Royal St. Lucia Police Force should deliver. Additionally consultation with senior staff and Government has also been key in setting our values and priorities.

MISSION

The mission of the Royal St. Lucia Police Force is to

Provide a professional policing service, and in partnership with all communities, to create a safer environment for all the people in St. Lucia.

VISION

The vision of the Royal St. Lucia Police Force is:

A professional community policing service providing crime reduction, improved road safety and a safer environment.

CORE VALUES

The Royal St. Lucia Police Force is responsible for protecting constitutional guarantees of citizens and impartially enforcing the law. We believe that these values are the basis of public trust and that we are accountable for achieving the results that matter most to our customers. We commit ourselves to upholding these values and to foster co-operation and mutual respect within our society.

Working with the communities we will apply the **Core Values** as follows:

PROFESSIONALISM

We are committed to the highest level of competency, excellence, and customer service. We will apply sound judgment and impartiality in the exercise of our duties.

INTEGRITY

We will value our customers and each other. We will practice honest and responsible behaviour thus generating pride, confidence and trust.

EQUALITY

We will treat everyone in an impartial, fair, sensitive and ethical manner. We will value ourselves, each other and members of our community. We will show understanding and tolerance of similarities and differences.

TEAMWORK

We will facilitate consensus and promote teamwork. We will work together with the members of our communities to achieve our goals, making use of all available skills, abilities and resources.

WORKING WITH THE COMMUNITY

We will continuously create and search for new ways of improving the quality of customer service. We are committed to consultation and working with communities to create a safe environment for everyone.

LEADERSHIP

We will plan, manage, delegate, prioritize, organize work, coach and provide assistance to others. We provide training appropriate to the organizational needs.

STRATEGIC OUTCOMES

To deliver its Mission and Vision, the Royal St. Lucia Police Force has identified seven Key Objectives. These Objectives will be the focus of its activities and the results we hope to achieve during 2008/2011. The Plan will help establish a basis for directing the

organization and motivating its staff. It will provide the organization with a sense of purpose, direction, and focus and will allow our communities and others to hold us to account.

STRATEGIC OBJECTIVE 1

REDUCE CRIME, DISORDER AND THE FEAR OF CRIME

Crime presents the most important challenges to development in St. Lucia. A high crime rate has a direct effect on citizen's welfare in the short term, and can also generate fear among them. In the long term crime will diminish economic growth and social development in the country. We are cognizant of the adverse effects of increasing crime rates and as a result reducing crime, disorder and the fear of crime are the key activities to the success of the Royal St. Lucia Police Force.

STRATEGIC OBJECTIVE 2

ENHANCE THE PRESENCE OF POLICE OFFICERS PATROLLING COMMUNITIES

We believe that police visibility increases community involvement in policing, which in turn helps bring more offenders to justice since community members feel more comfortable engaging with us. We also believe that community intelligence is vital if we are to effectively tackle crime and achieve our objectives.

STRATEGIC OBJECTIVE 3

STRENGTHEN RELATIONSHIP WITH LOCAL COMMUNITIES AND STAKEHOLDERS

The strengthening of our relationship with local communities and stakeholders indicates our commitment to putting community policing at the heart of what we do. We know that our success is measured by the impact we have on our communities and when our communities feel safe and secure, we have gone a long way towards accomplishing our mission. We will provide a service that responds to the needs of citizens and inspires respect, trust and public confidence in us.

We understand that the community has much to offer the organization in the way of support, to help us deal with issues that confronts us. We will maximize this support to help resolve community problems.

STRATEGIC OBJECTIVE 4

ENHANCE AND IMPROVE PUBLIC SATISFACTION IN POLICING

Our policing approach will mean that you will have access to the Royal St. Lucia Police Force and our services in a variety of ways that are design to make it easy to contact us. In order to make effective decisions and thus be empowered to act, access to information is vital. We will keep up to date with changing technology and we will improve access to information in order to empower our staff and the community. We will continue to improve our ability to recognize and respond to the changing needs of the community, by developing a structure that delivers a service tailored to their needs.

STRATEGIC OBJECTIVE 5

CREATE AN ENVIRONMENT TO ASSURE SAFETY FOR ALL ROAD USERS

The challenges of managing the road network is an expanding society are significant. We will work hard to ensure the safety of all road users. We are committed to building and enhancing the relationship between the police and members of our communities by providing an improved service with regard to all traffic matters.

STRATEGIC OBJECTIVE 6

ENHANCE EFFECTIVENESS AND EFFICIENCY IN CRIME REPORTING AND INVESTIGATIONS

We will explore innovative investigative techniques including the use of forensic; in order to continually increase the number of cases resolved by charge or other means. We recognize that this is an ongoing activity and a core responsibility of the Organization.

STRATEGIC OBJECTIVE 7

ENSURE THAT POLICING IS DELIVERED PROFESSIONALLY WITH INTEGRITY AND ACCOUNTABILITY

We are part of Government and exist for the purpose of serving the public to whom we are accountable. We must demand the highest standards of accountability, conduct and discipline from every member of the Force. Everyone will be guided by the Mission, Vision, Core Values and General Instructions of the Force, improper practices in police duties will not be tolerated and must be discouraged in every facet of policing.

We will ensure that complaints made by members of the public against police officers are thoroughly investigated and professionally dealt with in an unbiased way. Citizens invest a high level of trust in us and we must uphold that trust with absolute integrity. We will avoid conducts which suggest a violation of that trust. The conduct of police officers, both on and off duty must be beyond reproach, and must be such as to avoid the development of a valid perception in the public's mind that the organizations ethics are questionable.

HOW WE WILL ACHIEVE OUR OBJECTIVES

REDUCE CRIME, DISORDER AND THE FEAR OF CRIME

We will;

- Adopt appropriate and effective, law enforcement strategies, to arrest and prosecute offenders.
- Continue to work with, and develop partnerships with communities island-wide in an effort to reducing criminal activities.
- Use and develop information gathering and analysis techniques to ensure that criminal activities are prevented and reduced.
- Foster a closer relationship with, other Judicial Establishments and Stake holders, to enhance the process of arrest and prosecution of offenders.
- Work with other Agencies to support victims of crime, and other traumatizing events.
- Work in conjunction with the Government to pursue a Command and Control System.
- Work in conjunction with the Government to pursue the installation of a CCTV system with static cameras placed at selected areas across the island. This technology will provide us with the capability to tackle various crimes and traffic violations in the city by capturing images of them being committed.

ENHANCE THE PRESENCE OF UNIFORM POLICE OFFICERS PATROLLING COMMUNITIES

We aim to increase the visible presence of police officers within the communities they serve, improve accessibility, increase public satisfaction and provide a more citizen focused service by;

- Ensuring that uniform police officers are always available to perform patrol duties by restructuring deployment duties island wide.
- Ensuring that, all police officers vacation leave is effectively managed, in an effort to have more police officers available for patrol duties.
- Working with Government Agencies and other Stakeholders, to undertake the construction of a new Police Headquarters Complex, in an effort to provide a more productive environment for those working there.

STRENGTHEN OUR RELATIONSHIP WITH LOCAL COMMUNITIES AND STAKEHOLDERS

We will implement the following strategies to strengthen our relationships with local communities and stake holders;

- Ensure that local communities are consulted regarding community policing strategies.
- Increase the number of schools and community group lectures, and share crime prevention and other relevant information with local community groups.
- Provide on-the-job and classroom training to police officers in community policing strategies.
- Ensure that the Police Band is fully utilized in the Organization's Community Policing thrust.
- Work with various communities to help them develop Neighborhood Watch Programmes.
- Ensure that the Organization works with the Ministry of Education and other interested partners to increase police exhibitions and career showcases.
- Ensure that, members of the Organization work in partnership with other community groups, to provide charitable and voluntary services in policing communities.

ENHANCE AND IMPROVE PUBLIC SATISFACTION IN POLICING

In order to continue to strengthen and enhance public satisfaction, in the services we deliver we will;

- Ensure that the Organization works in partnership with Stakeholders to provide customer service training to all front line officers.
- Be more proactive in managing the media by facilitating their access to organizational information and seeking their support in delivering appropriate messages to the public.

- Work with the Media and community groups in providing crime prevention strategies.

CREATE AN ENVIRONMENT TO ASSURE SAFETY FOR ALL ROAD USERS

We will;

- Work with other Judicial Establishments, the Transport Division and other Stakeholders in implementing road safety strategies to successfully prosecute offenders.
- Ensure that policies and procedures which deal with traffic response and report times are enforced.
- Review and manage traffic personnel duties and vacation leave to increase the number of persons available to perform traffic duties.
- Increase our presence and visibility on major traffic routes across the island.
- Undertake an audit to ensure that the Department has the required amount of personnel to effectively perform daily traffic duties.
- Work with Government and other Stakeholders to review the current law regarding the requirement of police officers to attend the scene of all road traffic accidents.

ENHANCE EFFECTIVENESS AND EFFICIENCY IN CRIME REPORTING AND INVESTIGATIONS

We will enhance the effectiveness and efficiency in crime reporting and investigations by;

- Utilizing all available crime fighting resources and working in partnership with all communities and Stakeholders.
- Ensuring that police officers adhere to Force Investigations policies.
- Identifying and providing training to all police officers who are directly or otherwise involved in crime investigations especially in time/file management skills.
- Ensuring that the Crime reporting and Investigation Quality Assurance policy is adhered to across the organization.
- Ensure that investigators fully utilize and explore the support of the Forensic Unit in the investigation of crimes.
- Pursuing for, legislative change to allow the collection of DNA from suspects/offenders.
- Working with partners locally and regionally to introduce an effective witness protection programme.

ENSURE THAT POLICING IS DELIVERED PROFESSIONALLY WITH INTEGRITY AND ACCOUNTABILITY

We will implement the following strategies to ensure that policing is delivered professionally with integrity and accountability;

- Formulate a Professional Standards Unit to strengthen the Complaints Unit in internal and external investigations and to combat police corruption.
- Formulate a Force Inspectorate Function to undertake inspections and audits at all Units, Departments and Stations.
- Undertake a survey of all existing Force policies and develop appropriate new policies.

HOW WE WILL DELIVER OUR STRATEGIC PLAN

In order to deliver our Strategic Plan, specific and measurable activities will be required. Activities that are deemed to be appropriate may be added and in the future we may decide following consultation, that some activities should no longer be pursued. It is this flexibility that will allow us to continually identify, re-assess and address the future policing needs of our communities

The criteria the Organization uses to evaluate these activities to determine their effectiveness and impact will be established when considering the implementation of each activity in the Annual Policing Plan. It is through this evaluation that the Organization and the public will recognize whether or not we are accomplishing our goals.

We are confident that our suggested activities will meet the present and future needs of our communities, and our efforts will result in the successful implementation of our strategies.

ACTIVITIES

WE WILL REDUCE CRIME, DISORDER AND THE FEAR OF CRIME

BY:

- Reducing the number of recorded crimes island-wide
- Reducing the number of homicide island-wide
- Reducing the number of violent crimes island-wide
- Reducing the number of burglaries island-wide
- Reducing the number of robberies island-wide
- Increasing the detection rate, for offensive weapons island-wide
- Increasing the detection rate for sexual offences against children
- Increasing the quantity of drug seizures island-wide, especially against trafficking in cocaine, crack cocaine, and other prohibited drugs. We will carry out a number of drug operations annually
- Increasing the number of applications, for court orders under the Provision of Proceeds of Crime and Money Laundering legislation
- We will conduct a number of intelligence led operations against gangs
- Increase the detection rate for Immigration violations

WE WILL ENHANCE THE PRESENCE OF UNIFORM POLICE OFFICERS PATROLING COMMUNITIES

BY:

- Increasing the visibility of uniform police officers on foot patrol in local communities
- Reviewing the management of police deployment at Units, Departments and Stations to increase the availability of uniform police officers performing patrol duties at Station level

WE WILL STRENGTHEN RELATIONSHIP WITH LOCAL COMMUNITIES AND STAKEHOLDERS

BY:

- Aiming to establish a Community Safety Committee in every local policing area

- Appointing a Liaison Officer at all Departments, Units and Stations
- Undertaking a number of schools and community group lectures in every policing district
- Delivering community policing training throughout the organization
- Increasing our participation in a number of local community sporting activities
- Undertaking a number of social activities in local communities
- Delivering the Drug Abuse Resistance Education Programme at schools island- wide
- Increasing the number of concerts held by the Police Band in local communities
- Providing citizens with information on Neighborhood Watch Programmes and help establish a number of programmes in local policing communities
- Holding a number of police exhibitions and career show cases
- Working with Stakeholders to provide charitable and voluntary services in deserving communities
- Improve the relationship between the Immigration Department and other Stakeholders

Only the local community can judge the Royal St. Lucia Police Force success in most of these areas, therefore survey results and community forums will be used quarterly to monitor progress and achievements for most of these activities.

WE WILL ENHANCE AND IMPROVE PUBLIC SATISFACTION IN POLICING

By:

- Delivering customer relations training to police officers
- Having crime prevention initiatives island-wide
- Managing the media more proactively

WE WILL CREATE AN ENVIRONMENT TO ENSURE THE SAFETY OF ALL ROAD USERS

By:

- Working with partners to reduce the number of road traffic collisions island-wide
- Introducing a system to detect and arrest persons driving under the influence of drink or drugs
- Increasing police presence on major road routes to prevent road traffic collisions and detect offences
- Making sure that road accident reports are completed within a specific period after being reported
- Making sure that each police station and the Traffic Department hold a number of traffic checkpoint operations
- Working closely with our partners to identify the causes of accidents island-wide
- Holding a number of public education sessions relating to traffic issues
- Recording response time to traffic reports and traffic investigations
- Increasing the visibility of police officers on traffic duty island-wide
- Increasing reports against drivers for traffic offences

WE WILL ENHANCE EFFECTIVENESS AND EFFICIENCY IN CRIME REPORTING AND INVESTIGATIONS

By:

- Increasing crime detection rate island-wide
- Establishing a system to monitor investigations and crime reporting to ensure timely completion
- Improving public satisfaction in the way crime reports and investigations are handled by police island-wide
- Delivering training in crime reporting and investigations to police officers

- Improving the quality of crime reporting and investigation by establishing a Quality Assurance System

WE WILL ENSURE THAT POLICING IS DELIVERED PROFESSIONALLY WITH INTEGRITY AND ACCOUNTABILITY

By:

- Establishing a Quality Assurance process to improve the quality of internal investigation
- Identifying and developing new policies and procedures where gaps have been identified
- Completing internal investigation and Orderly (disciplinary) Room cases within a specific period of time
- Deliver training in professional conduct and accountability to all police supervisors
- Undertaking inspections and audits of all Units, Departments and Stations to ensure quality assurance with regards to adherence to procedures and to monitor activities