

**ROYAL TURKS AND CAICOS ISLANDS
POLICE FORCE**



**STRATEGIC
POLICING PLAN
2021-2024**

**COMMISSIONER OF POLICE
TREVOR BOTTING**

SERVICE WITH PRIDE AND INTEGRITY

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FOREWORD



I am proud and privileged to lead the Royal Turks and Caicos Islands Police Force as the Commissioner of Police and to present the RT&CIPF Strategic Policing Plan for the next three years. This plan will drive the Force's focus and direction in delivering policing services across the Turks and Caicos Islands.

The five Strategic Objectives of the Strategic Policing Plan will underpin all we do in achieving our vision; **'To make the Turks and Caicos Islands a safe and secure country in which to visit, invest and live'**. Delivery plans and key performance indicators will support this plan, and the objectives and these indicators will measure our success over the three years. The Force is developing its capability and capacity, so whilst the plan spans three years, the Force Executive will review it annually to ensure it remains current and reflective of the Islands' policing needs.

The RT&CIPF must work with national and international partners. This effort is reflected in our mission of **'Working in partnership, nationally, internationally, and our community to protect life and property, prevent and detect crime, and maintain the peace'**. Although overall crime continues a downward trajectory, there has been a worrying rise in serious crime, particularly violent crime. In response, the RT&CIPF will be enhancing its policing and seeking to build trust and confidence in it through the introduction of community policing. Supported by a commitment from other Government agencies, we will continue to enhance community safety and build safer communities.

We will be investing in our staff to develop our leaders, enhance the service we provide to victims, witnesses, and our communities and embrace diversity and difference within the Force and our communities. In addition to developing the Force's human resources, we will be working to optimize technology to improve efficiency and processes in delivering our services.

In support of the National Security Strategy (NSS), there will be an enhancement to the Border Protection arrangements for the Turks and Caicos Islands, with increased human resources, the procurement of additional vessels and greater collaboration with partners nationally, regionally and internationally.

As we look ahead, there is much to be optimistic about. I am excited to be working with my senior team, officers and staff of the Force, the TCI communities, and our national and international partners as we endeavour to **make the Turks and Caicos Islands a safe and secure country in which to visit, invest and live.**

Trevor Botting, Commissioner of Police
April 2021

COVID 19



In the first quarter of 2020, Covid-19 led to a worldwide pandemic which dominated the policing landscape and priorities during 2020 in the Turks and Caicos Islands. The Force led the enforcement of the subsequent regulations to manage the virus's spread with crucial support from partner agencies.

The Force's men and women have been nothing short of heroic in its response, a response that was maintained for months and achieved alongside the fight to reduce serious crime and bring offenders to justice.

The restrictions necessary to reduce the pandemic's spread changed the policing landscape and how we work and communicate, both internally and externally. This will continue into 2021 and beyond.

Whilst it is anticipated that the pandemic will reduce its impact on the Turks and Caicos Islands and Policing from the last year's level, it will undoubtedly be a consideration for the life of this plan through a challenging fiscal environment and restrictions on travel and training. This may, of course, negatively impact the ambitious program of transformation and development within the Force. Still, there remains a firm resolve and commitment to drive forward with our plans to develop the Force and the workforce to provide the best possible policing service to the Turks and Caicos Islands communities.



THE TURKS AND CAICOS ISLANDS AND OPERATING CONTEXT

The Turks and Caicos Islands is an archipelago of 40 low-level terrain islands, 9 of which are inhabited. These Islands are located in the Caribbean Sea and northern Caribbean region and attract tourists due to their beauty and rich culture. The vast majority of people reside in Providenciales with Grand Turk being the second most populated followed by the Islands of North Caicos. The total landmass is approximately 238 square miles, with an official population of about 49,070[1]. The largest population is on Providenciales and consists of approximately 23,769[2].

However, the population figure is not a true reflection of the actual number as there are also a substantial number of undocumented immigrants that reside in the TCI. Therefore, the exact population number exceeds the census statistics. In terms of the economy, tourism is the largest source of income for the islands with, historically, most visitors arriving via cruise ship onto Grand Turk. Several upscale tourist resorts also operate, the majority of them being on Providenciales. Given the importance of tourism to the Turks and Caicos Islands[3], a safe and secure TCI is critical, and a modern and efficient Police Force is required to deliver this.

Policing the Turks and Caicos Islands presents several challenges, and there is a need to develop and reform the Force to respond to the current and emerging threats. An increase in police officers' number in the last financial year was welcome, and further investment is required to develop and upskill officers and staff to meet future demands. Building a number of specialist capabilities, including technology, is also crucial to match the threat posed by national and international criminality.

The TCI has a diverse population spread across multiple islands; this by its very nature creates challenges for policing and makes it challenging to build trust and confidence within the communities thereby making it difficult to prevent and detect crimes within them. A community-focused policing style would be a key driver in tackling these issues in the community and in the long term to reduce the rising numbers of serious and violent crime, which could be achieved through a collaboration between the police, community and other stakeholder agencies.

1 2012 Census

2 2012 Census

3 Tourism represents 86% of GDP

THE TURKS AND CAICOS ISLANDS AND OPERATING CONTEXT CONT.

Sustainable collaboration between the police, community and stakeholder agencies will make our communities a safer future environment. A fundamental change in our policing style is required to enhance engagement with our community. Such a change will be represented by a change of name from a “Force” to “Service”. This symbolic and straightforward change would provide our communities, our officers and staff with evidence of our ambition to enhance the service we provide.

The TCI also suffers from a maritime threat within its territorial waters. This includes irregular migration via sea, illegal fishing, illicit activities such as drug trafficking. The RTCIPF has to provide coverage for the entire country. Its archipelagic makeup makes our borders harder to police and requires the police and other stakeholder agencies within government support to be effective. Our maritime assets assist in providing security for our territorial waters.

Still, there is a need to enhance our capabilities by increasing our maritime assets and technology to respond to these challenges effectively. There is also a need for the Force to improve our search and rescue capabilities which requires a 24/7 presence and work with regional and international partners.

THE ROYAL TURKS AND CAICOS ISLANDS POLICE FORCE



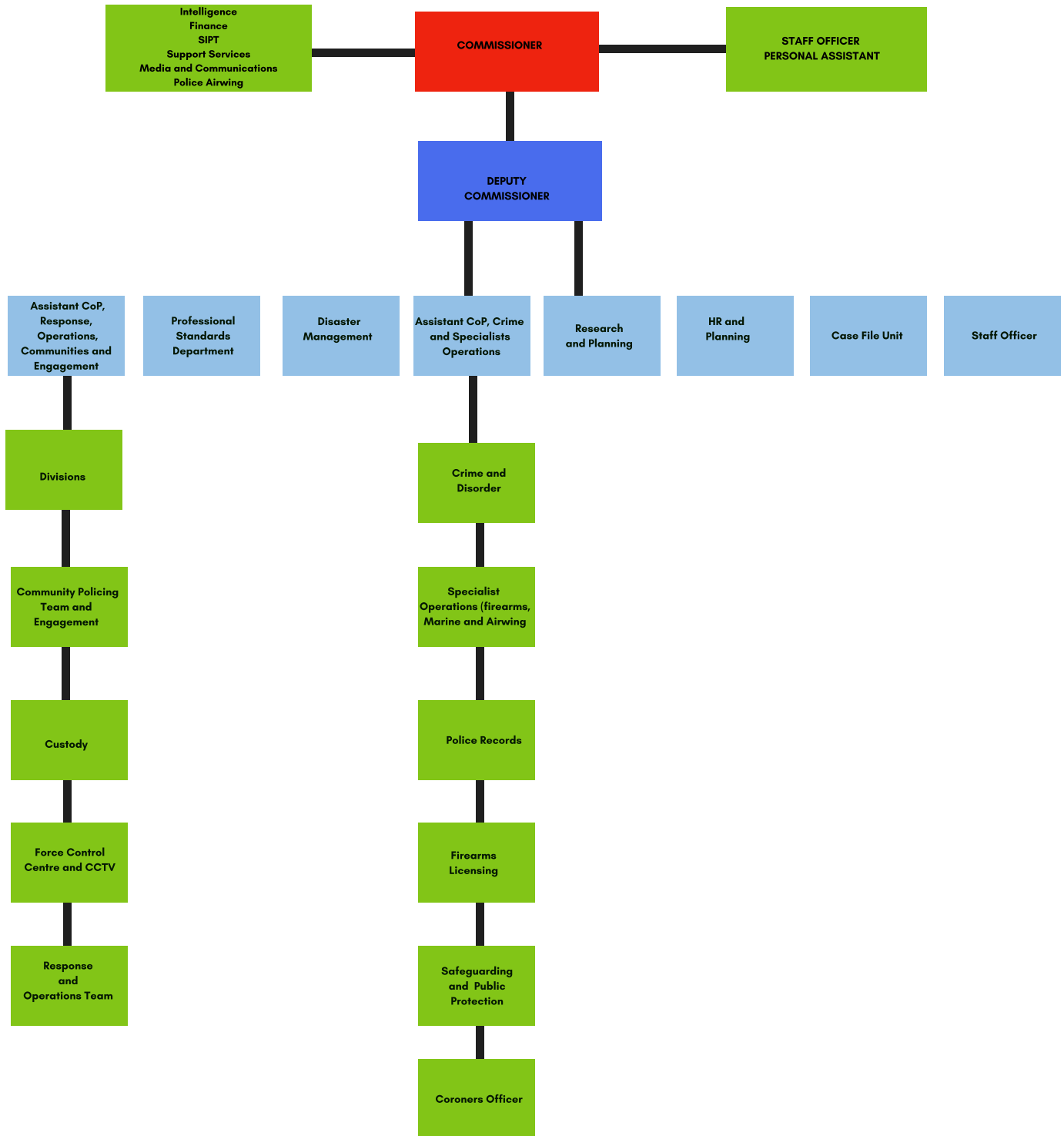
The Royal Turks and Caicos Islands Police Force is believed to be one of the oldest in the world having been established in 1799. The Force is the lead agency in the Turks and Caicos Islands for all aspects of safety and security for the Turks and Caicos Islands, including the protection and security of the Island's territorial waters and its border. The Force Executive, made up of the Commissioner of Police, Deputy Commissioner of Police and two Assistant Commissioners of Police provide the strategic leadership for the Royal Turks and Caicos Islands Police Force.

The Commissioner of Police has strategic command of the Force with the Deputy Commissioner having the operational lead for all aspects of policing. The two Assistant Commissioners are responsible for individual portfolios cover all areas of operational policing and service delivery, reporting to the Deputy Commissioner. The structure for the leadership of the Force can be seen on the organizational structure diagram below. In the last twelve months, the Force has seen an uplift of 40 Police Officers^[1], bringing the total establishment of the Force to 383 Police Officers and Staff. This uplift was as welcomed as it was critical and for the Force to respond to a significant increase in violent crime and meet an ambitious period of development, most notably through the reintroduction of community policing.

Providing a policing service across an archipelago of islands presents several challenges, and the RT&CIPF has a policing presence on Providenciales, Middle Caicos, North Caicos, South Caicos and Grand Turk. This requires the Force to replicate a number of specialist functions and a police presence in very small communities that may not usually need a permanent presence. This places more pressure on the resources of the Force. There are two operational Police Stations on Providenciales in terms of the estate, one at Chalk Sound and the other in Grace Bay. The new Police Headquarters on Airport Road houses the Force Executive, Police Control Room, Media Office and Support Services. On Grand Turk, there is an operational Police Station and separate Police Headquarters. There are operational Police Stations on North, Middle and South Caicos.

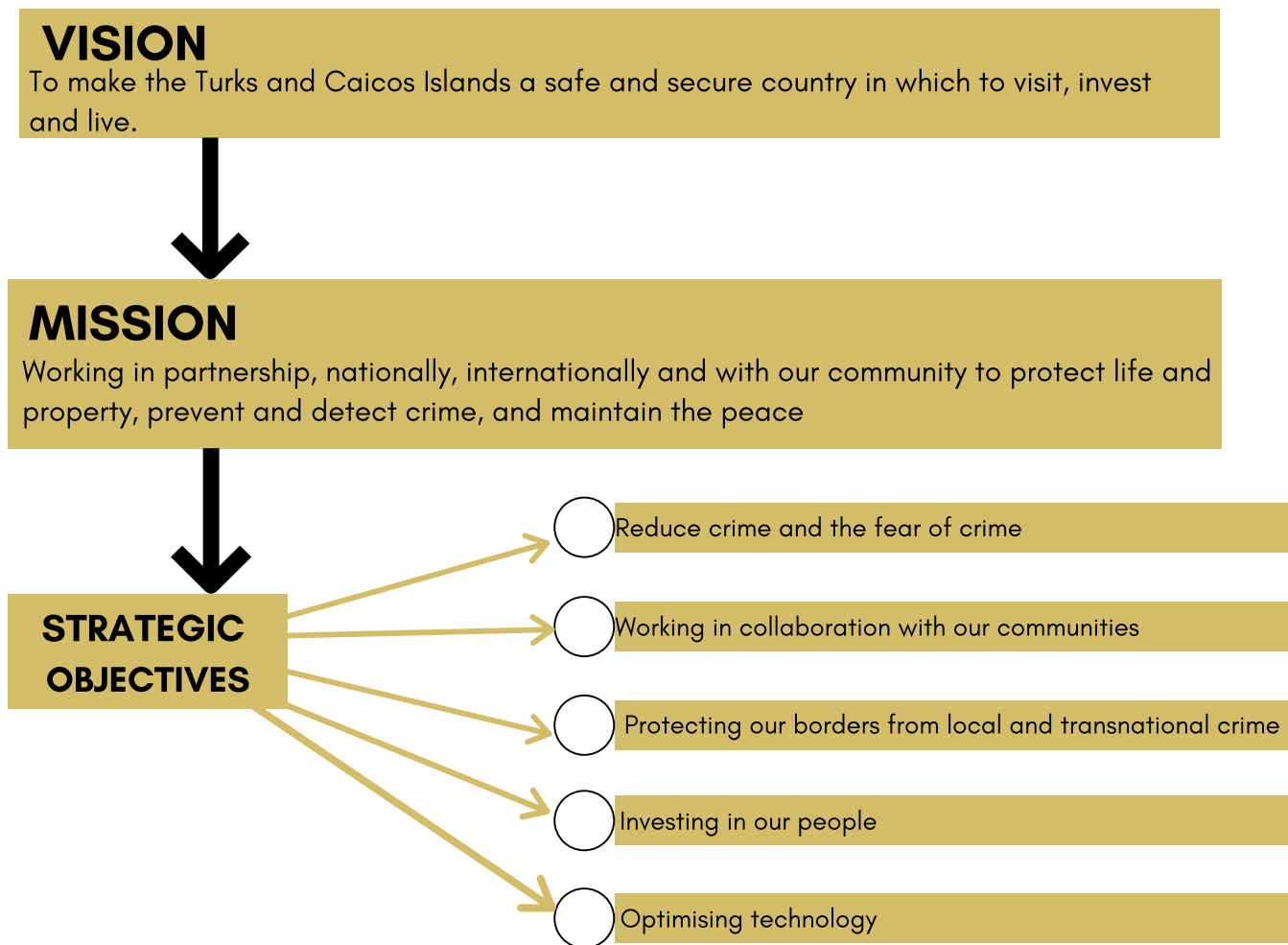
¹ Twenty additional Officers in October 2019-2020 and a further 20 additional Officers in the 2020-2021

RT&CIPF Strategic Leadership Structure



STRATEGIC OBJECTIVES

Policing is, by nature, complex and broad in its scope and responsibilities. The RT&CIPF is a 'national' policing agency responsible for all aspects of public safety and security within the TCI. Given the high demand for policing resources, the Force's work must be driven by a set of Strategic Objectives, supporting the Vision and Mission of the Force. The diagram below sets out our Vision, Mission and Strategic Objectives





REDUCING CRIME AND THE FEAR OF CRIME

The prevention and detection of crime is a core function of policing. The last four years have seen a year on year decrease in overall crime. This is not reflected in the number of serious crimes, most notably in the number of murders that have increased sharply over the last two years.

The causes of serious crime on the Turks and Caicos Islands are complex both in terms of the societal issues that sit behind much of the serious crime and in what is needed to reduce crime and make our communities safer. What is clear is, to reduce serious crime, including gun crime, crimes of violence and in particular murder, a long term, multi-agency collaborative approach is needed. This collaborative approach will include other government agencies, Criminal Justice partners and stakeholders and our communities.

In terms of building safer communities, the crime statistics are only part of the equation. Understanding the fear of crime within our communities is crucial to our citizens feeling safe. Therefore, it is critical that the fear of crime is understood and measures are taken to allay community fears to build safer communities fully. In terms of policing, to enable the force to play its full part in providing a sustainable and long-lasting reduction in crime and the fear of crime, we will:

Develop and implement a witness protection programme (year 1)

Build investigative capability and capacity, including senior investigators, analytical and technical within the RT&CIPF (year 1)

Review the RT&CIPF Crime recording standards to provide a more consistent recording and detecting structure (year1)

Understand the fear of crime within our communities and develop ways to reduce it (year 1)

Develop the capability and capacity of the Tactical Unit to pursue and protect against the greatest threats (year 1-2)

Enhance intelligence capability and capacity, including the development of covert tactics and specialist intelligence functions (year 2-3)

WORKING IN COLLABORATION WITH OUR COMMUNITIES

It is a recognized principle of law enforcement that '*the police at all times maintain a relationship with the public that gives reality to the historic tradition that the police are **the public and the public are the police***' [5].

Whilst this principle was established nearly two hundred years ago, it remains a critical and fundamental necessity to building a relationship with our communities based on trust, respect, and collaboration to **build safe communities**. Maintaining our communities' trust and confidence and working in collaboration with them underpins all we do in reducing crime and building safer communities through an evidence problem-solving approach.

In 2020, an ambitious community policing plan was launched, with the Blue Hills District being the first to see community Police Officers deployed. This represented the start of community police deployment across all districts during the first year of this policing plan. During the life of this policing plan, we will:

Enhance the RT&CIPF Community Policing Team and deliver relevant training (year 1)

Implement the RTCIPF Community Policing Plan across all Districts (year 1)

Work with all communities to increase the number of Neighbourhood Watch Programs (year 1)

Work with the Education Ministry to develop a Schools Program (year 2)

Develop a strategy to communicate with all our communities, optimising technological options, to enhance our community engagement

Work in collaboration with Government Agencies to 'Build Safer Communities' (year 3)



PROTECTING OUR BORDERS FROM LOCAL AND TRANSNATIONAL CRIME

The Turks and Caicos Islands' border and territorial waters face a number of threats; irregular migration, human trafficking, drug trafficking, and illegal fishing. These threats are included within the Turks and Caicos Islands National Security Strategy. The RT&CIPF Marine Branch are at the forefront of the Force response to these threats, working in partnership with the Coastal Radar Station, Department of Environment and Coastal Resources and Immigration Task Force.

To effectively respond to the significant threat to the border and territorial waters, a review is being undertaken of the Border Protection of the Turks and Caicos, and it is anticipated that the recommendations from this work will be agreed to in the performance year 2021-2022 and will form part of the development work of this Policing Plan.

In response to the threats posed to the Turks and Caicos Islands border and territorial waters, we will:

Implement the agreed recommendations of the Border Protection Review (year 1 - 3)

Work in collaboration and support the immigration Control Strategy (year 1)

Re-establish the Grand Turk Marine Branch Base (year 1)

Review resourcing and training for the Marine Branch (year 1)

Revise the deployment profile and patrol strategy taking into account additional resources and vessels (year 1)

Enhance the collaborative arrangements with regional and international law enforcement partners (year 3)



INVESTING IN OUR PEOPLE



By its very nature, policing is complex, and for Police Officers to be effective, a culture of continuous development is required to ensure that Officers are up to date with all aspects of legislation, procedures, and personal development. The Force is committed to providing recruits with excellent foundation (initial) training, but it is clear there is more to be done to provide the necessary ongoing development. One key area is the development of our leaders, and a Staff Development Plan has been developed to give positive outcomes to all leaders in the Force during the first year of this plan.

The Force Executive is committed to an annual staff survey and subsequent Action Plan and leading a diverse force and represents equality and fairness of opportunity. Also, the Force acknowledges the demands, both physically and emotionally on Officers and Staff and in response, we will explore how staff wellbeing concerns can be better identified and managed.

The Senior leadership of the Royal Turks and Caicos Islands Police Force are committed to investing in our Officers and Staff and will:

Deliver the Staff Development Program (year 1)

The professionalization and efficient staffing of HR and Training Department (year1)

Develop a Force Succession Plan (year 1)

Deliver agreed actions from the Staff Survey Working Group (year 1)

Introduce a RT&CIPF Woman in Policing Association (year 1-2)

Submit a proposal to TCI Government for enhancements to pay, allowances and conditions for Police Officers and Staff (year 2-3)

OPTIMIZING TECHNOLOGY



Police Forces worldwide are increasingly seeking to embrace advances in technology to improve operational procedures and advance investigative techniques. Police Forces must do more to optimize technology to meet citizens' increasing service demands and respond to today's complex policing and security environment.

However, adopting new technology is only half the answer as the RT&CIPF needs to improve our processes to fully meet future challenges to reap the full benefit of technological innovation.

During the life of the last Policing Plan, CCTV has been introduced to Providenciales, and Grand Turk and the Force has introduced Body Worn Cameras. During the life of this Policing Plan, the Force Executive are committed to the integration of technology alongside reform of our processes and operational working processes, and we will:

Develop a five-year IT Strategy (year 1)

The professionalization and efficient staffing of IT Department (year1)

Implement a digital Command and Control System (year 1-2)

Work with Criminal Justice Partners and Stakeholders to deliver a digital Criminal Justice System (year 1-2)

Enhance the capacity and range of an Island wide communications system (year 2)

Develop a Marine Operations and Search & Rescue Command Centre in Collaboration with the Coastal Radar Station (year 1-2)



The strategic objectives within this document are the drivers for the Force's performance so 'measuring success' and adjusting plans to a changing landscape will be critical. Therefore, each of these Policing Plan Objectives will have a delivery lead member of the Force Executive.

Each of the Objectives has several deliverables, and these will form a Performance Action Plan for tracking through a monthly performance and accountability meeting Chaired by the Commissioner of Police.

This document and the strategic objectives will be reviewed annually in line with the budget planning and approval cycle.

