

ROYAL ST. CHRISTOPHER AND NEVIS POLICE FORCE

STRATEGIC POLICING PLAN 2023- 2026



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Commissioner of Police

Building Trust and Collaboration for Safer Communities

ROYAL ST. CHRISTOPHER AND NEVIS POLICE FORCE
STRATEGIC PLAN 2023- 2026

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ACKNOWLEDGEMENT

The successful formulation of this Strategic Plan 2023-2026 for the Royal St. Christopher and Nevis Police Force stands as a testament to the collaborative spirit and unwavering commitment of a diverse range of stakeholders. Their collective insights, expertise, and dedication have played an instrumental role in shaping a comprehensive roadmap that will guide our law enforcement efforts over the next three years. The input received from law enforcement personnel, community leaders, government agencies, and civil society advocates has been invaluable in ensuring that this plan is reflective of the unique challenges and opportunities that our nation faces.

As we embark on the implementation phase of this strategic plan, we remain acutely aware that its true value will be realized through a sustained partnership between the Police Force and the community it serves. The enthusiastic engagement from citizens and residents alike has been integral in shaping the priorities outlined herein. It is with a deep sense of gratitude that we acknowledge the invaluable role of our officers, whose dedication and sacrifices form the bedrock of our policing efforts. Furthermore, we extend our appreciation to local businesses, educational institutions, and media outlets for their willingness to collaborate toward our common goal of fostering a safer and more secure environment.

In the spirit of shared responsibility, we look forward to continued collaboration with all stakeholders to translate this strategic vision into tangible results. The journey ahead will undoubtedly be challenging, but with the foundation of this well-crafted plan and the continued support of our community, we are confident in our ability to create a brighter and safer future for St. Christopher and Nevis.

**MESSAGE BY HON. DR. TERRANCE DREW,
Prime Minister and Minister of National Security**



I commend the Commissioner of Police and the High Command of the Force for undertaking this strategic planning initiative that seeks to prioritize the focus of the Royal St Christopher and Nevis Police Force in the implementation of the law enforcement strategic plan, under the theme: “Trust and Collaboration.”

The safety and security mandate requires a collaborative approach, with each member of the principal law enforcement agency endeavoring to deliver in the execution of his/her responsibility to reduce the scourge of crime in our Federation. The government’s obligation to safety and security is clearly enshrined as a fundamental provision of the constitution of the Federation of St. Christopher and Nevis.

The remit of the Police Force would be to ensure that the state's safety and security mechanisms are always functional. This strategic plan, therefore, introduces the diverse initiatives, systems, and technologies that will be utilized by the police in maintaining law and order throughout our respective communities. Your government will furnish the requisite resources and expertise to ensure the successful implementation of the scheduled operations. We are all cognizant of the growing threats with which we must contend as small states. I, therefore, urge you to build close partnerships with national, regional, and international allies.

As you embrace the mindset of merging innovative technologies, policies, practices, and initiatives with the traditional core values of policing, your crime-fighting, and detection strategies will no doubt reap positive outcomes.

Having committed, at the outset, to forging strong synergies with regional and international partners, my recent dialogue, and discussions, to date, have included requests for capacity building and technical support in the area of security cooperation. I have already received commitments from countries like Canada and the United States of America, to date, in addition to continued collaboration with our traditional allies.

I am confident that as the principal law enforcement agency, you will work collaboratively with your counterparts in delivering the strategic plan that you have crafted to guide your operations over the projected period.

I reiterate the full commitment of the St. Kitts-Nevis Labour Party administration in strengthening our resolve to implement safety and security policies and plans that will redound to creating the enabling environment for our sustainable island state.

MESSAGE FROM THE COMMISSIONER OF POLICE

Mr. James W. Sutton BSc., CAMS, JP



The core principle and purpose of Policing is to protect and serve one and all. Enshrined in that definition are myriad principles, the observance and adept execution of which require vision, precision, consciousness, determination, empathy, and fairness.

As the Federation's chief law enforcement agency, we are required to make frequent revisions and upgrades to our strategies, tactical operations, professional training, and personal development. The Royal St. Christopher and Nevis Police Force must be thoroughly equipped to combat the darker elements of social evolution.

With each passing year, Police officers are required to dig deeper, and go above and beyond to stay ahead of the ever-evolving criminal elements in society. While the increased ease of access to technological advances brings many positives, we are frequently reminded of the negatives that come in tow. In this regard, it behooves us to remember that growth impacts all life forms - the good, and the bad. We must always be cognizant of the fact that as we grow and improve, whether as a society or a law enforcement body, so, too, do those whose existence is predicated on sowing seeds of disorder, destruction, and fear in our society.

This Strategic Plan is a working document. It will serve to guide, expand, and enhance our policing methods over the next few years. Like most strategic plans, adjustments are made as time progresses, thus some measure of flexibility is expected. Ours is a multifaceted task interwoven with significant national responsibility. Failure has never been and will never be an option. I am confident that the Police Force has within its ranks the necessary talent, skill, and training to restore and maintain peace and order in our societies. With diligence and focus, our success will be assured.

2023 -2026 STRATEGIC PLAN

MOTTO

The official motto of the RSCNPF is **Pertinacia et Virtus**. This is a Latin phrase which means **Perseverance and Courage**

VISION

A Federation that is a safe place for all people to live, work, visit, and do business.

MISSION STATEMENT

The purpose of the Royal St Christopher and Nevis Police Force is to uphold the law fairly and firmly, without fear or favor, to prevent crime, to pursue and bring to justice those who break the law, to keep the peace, to protect, help and reassure residents and visitors and to be seen to do all this with integrity and impartiality.

SITUATION ANALYSIS

During the life of the 2019-2022 Strategic Plan, the Royal St. Christopher and Nevis Police Force was able to accomplish some impressive milestones.

Below is a summary list of some of the major achievements that occurred under the previous Strategic Plan.

- i. Formation of Anti-gang Unit
- ii. Vehicle Registration System 2.0 (VRS 2.0)
- iii. Crime Management System / PRMIS
- iv. Events Management System
- v. CCTV installation
- vi. UTILITY Belts
- vii. Alternative Lifestyle Pathway Program
- viii. National Intervention Program
- ix. Training of recruits on the Multiple Interactive Objective (Milo) Range

- x. Establishment of Criminal investigative Unit in Division B
- xi. Weekly airing of the 'Policing with you Radio Program
- xii. Purchase of six patrol motorcycles for the Traffic Department.
- xiii. Reduction in Homicides 32 to 13, or 59%, notably 10 in 2020
- xiv. Total Crimes from 1,697 to 1,234 or 27%
- xv. Improvement in the solvability rate of all crimes from 36% to 43%
- xvi. Improvement in the solvability rate of homicides from 19% (6/32) to 54% (7/13)
- xvii. Significant training, certification and equipment modernization at the Forensic Unit
- xviii. Signing of agreement formalizing arrangements with Cellmark Inc for DNA, GSR and other diagnostics
- xix. Certification, other capacity-building initiative, and software upgrade for the Cybercrime Unit.
- xx. Significant application of science and technology in crime solvability
- xxi. Upgrade and training and relocation for officers of the Special Victims Unit (SVU)
- xxii. Refurbishment and equipping of the Interview Room aiding visual and audio interviews.
- xxiii. Recommendations in respect of legislation to enhance major crime investigation, for example, POCA.
- xxiv. Improvement in the protection and assistance of witnesses/victims in violent crimes
- xxv. Recommendation in respect of RCMP's WPP and the UK' UKPPS - NCA
- xxvi. Recommendation and upgrade of training for detectives.

SIR ROBERT PEEL'S THREE CORE IDEAS

The goal is to prevent crime, not catching criminals. If the police stop crime before it happens, we don't have to punish citizens or suppress their rights. An effective Police Department does not have high arrest statistics, its community has low crime rates.

The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime as if they were volunteer members of the force. They will only accept the responsibility if the community supports and trusts the police.

The police earn public support by respecting community principles. Winning public approval requires hard work to build a reputation; enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

Mission, Vision, Core Values and Strategic Goals

The Police Force must be accountable to the country, its people and its leadership. More specifically, the way the RSCNPF works with and supports the government, the Police Strategic, and inter-agency partners, communities, visitors and the general public in the Federation of St. Kitts and Nevis must be guided by a culture that values:

Professionalism- We will provide the highest quality service by applying our skills, knowledge, and abilities for the benefit of the community.

Courage- We are willing to confront internal and external challenges. We recognize the dangers inherent in our profession and are willing to place the safety of others above our own.

Respect- We recognize the authority we hold and will treat others as we would like to be treated. We faithfully, and without bias honor our obligations to the community.

Integrity- We will maintain the highest standards of honesty and ethical conduct.

Transparency- We will operate openly, not covertly.

Compassion- We care about the well-being of all members of our department and community. We treat everyone with dignity and respect.

Accountability- We are accountable to each other; we must all hold ourselves accountable for our actions and decisions.

Innovation- We will continue to encourage new ideas, methods or devices.

Restraint- We always exercise self-discipline and control to model behavior for our peers and community.

Excellence- We lead by example and provide the highest level of service utilizing education, training, and technology.

THREAT ASSESSMENT

The current threats to the Federation of St. Kitts and Nevis are:

- a. Illegal arms and ammunition trafficking.
- b. The illegal drug trades.
- c. Organized crime
- d. Transnational crime
- e. Violent Crime
- f. Corruption
- g. Financial crimes
- h. Cyber crime
- i. Human trafficking
- j. Illegal migration
- k. Terrorism
- l. Health Security
- m. Food and water security
- n. Natural and manmade disasters
- o. Climate change

SEVEN (7) STRATEGIC GOALS/PILLARS DURING 2023-26.

1. Enhance Crime Prevention Initiative
2. Community Policing
3. Road Safety
4. Human Resource Development.
5. Better Use of Technology
6. Ongoing collaboration with other Agencies
7. Evidence-Based Policing

ENHANCE CRIME PREVENTION INITIATIVE

- ✓ Deployment of foot and mobile patrol in known hotspots and improve police visibility.
- ✓ Reinstate the School Liaison Officer program to encourage positive mentorship.
- ✓ Encourage and support neighbor watches.
- ✓ Continue to monitor and support the Alternative Pathway program.

COMMUNITY POLICING

- ✓ Strengthening of community partnerships
- ✓ Support mechanisms to keep families informed of the status and progress of ongoing investigations.
- ✓ Continuation of the dissemination of information to the public through all platforms.
- ✓ Utilization of the retired Police Association in capacity building

ROAD SAFETY

- ✓ Enhance traffic enforcement exercises.
- ✓ Improve public awareness, knowledge and understanding on road safety.
- ✓ Enhance measures to reduce speeding.
- ✓ Being highly visible in known local hotspots to enforce compliance.

HUMAN RESOURCES

- ✓ On-going training in all areas
- ✓ Review and revise applicable laws, regulations, policies and standing orders to improve performance.
- ✓ Improve performance appraisal for all ranks.
- ✓ To adopt best practices to maximize resources.

BETTER USE OF TECHNOLOGY

- ✓ Maximize the use of technology and forensic science in routine operations.
- ✓ Digital geographical mapping of the Federation.
- ✓ Regular maintenance of the CCTV project.
- ✓ Regular radio call-in programs to update the community and solicit suggestions.

ONGOING COLLABORATION WITH OTHER AGENCIES

- ✓ Regular strategic meetings with other heads of agencies.
- ✓ Networking with Private Security Firms.
- ✓ Support the Ministry of Education and Social Services in the maintenance of truancy programs.
- ✓ Support other Government Departments in the removal of abandoned buildings and derelict vehicles in our communities.

EVIDENCED BASED POLICING

- ✓ Use of current statistical data analysis to monitor changing trends and patterns.
- ✓ Continuous monitoring of the CCTV project
- ✓ Establishment of data bases of known criminals
- ✓ Improve intelligence gathering and surveillance techniques.

CRIMINAL JUSTICE PRIORITIES

Government priorities to guide the activities of the Criminal Justice Strategic Board (CJSB)

1. The Federation of Saint Christopher and Nevis will be a safe place to live, work and visit.
2. The Federation of Saint Christopher and Nevis will future-proof the continued safety and protection of its people.
3. The Federation of Saint Christopher and Nevis will actively consult with, listen to, and react to the identified concerns and needs of its Residents, Students, Tourists, and other Visitors, Businesses, and Vulnerable People.
4. The Federation of Saint Christopher and Nevis will make efficient use of its public services, will reduce unnecessary costs, ensure it remains as efficient as possible and invest in its resources for effective and efficient Criminal Justice practices.

The Royal Saint Christopher and Nevis Police Force will be accountable to the Federation's Criminal Justice Priorities as follows:

- (i) Each officer or staff member will play their part in delivering against the Criminal Justice Strategic Priorities.
- (ii) RSCNPF will be guided by an organizational structure that meets this high-performance demand through a clear organizational chart consisting of four Directorates.
- (iii) All directorates, although with independent accountability, will work together to deliver a quality service to the Federation.

FORCE STRUCTURE 2023-2026

Commissioner of Police

DCP

Service Improvement Directorate

Personnel Matters
Professional Standards
Training School & Public Relations
Chaplaincy
Research & Development

Force Personnel Officer

Force Finance Officer

Telecommunications Officer

ACP Operations Directorate

Police Stations
Community Policing/Social
Intervention
Tourist Patrol
Custody Centre
Special Services Unit
K9 Unit
Traffic Department
Traffic Wardens
Island Constables

ACP Crime Directorate

Violent Crime Unit
Criminal Investigations Department
Court Prosecution Unit
Internal prosecution
White Collar Crime Unit
Special Victims Unit
Criminal Records Office
Minor Crimes Unit
Forensics Unit
LIO
Cyber Crimes Unit
Anti-Narcotics Unit

ACP Admin, Resources, Technology and Intelligence Directorate

Strategic Intelligence Unit
Telecommunication
Department
CCTV/Stores/Tailor Shop,
Armory, Asset Maintenance
Prime Minister's Staff
Governor General's Staff
Seconded/Study Staff
Information Technology

SERVICE IMPROVEMENT DIRECTORATE

Headed by the Deputy Commissioner of Police

This Directorate is at the forefront of managing the performance and professional standards of the Federation's Police officers and staff. It comprises the existing Training Department, Professional Standards/Complaints department, and Personnel or HR department.

It deals with the Human Resourcing of the Force, ensuring policy and procedures are in place, current, adhered to, and reviewed regularly. It oversees promotion and advancement processes, annual appraisal or PDR (Professional Development Review) recruitment and training, and the relevant policies and procedures.

The directorate contains the existing professional standards department dealing with police complaints, discipline, and allegations of corruption and will expand its numbers and functions to include a performance and professional standards inspectorate, whose remit will be to go out to the workforce and examine working practices, ensure the rules contained within Police regulations are being maintained and ensure that actions as a result of tasking from the chain of command are being carried out.

The Directorate also ensures that supervisors are maintaining the standards of their staff and complying with requirements expected of them to meet performance requirements and public service standards.

CRIME DIRECTORATE

Led by ACP Crime

The crime directorate will be responsible and accountable for all ethical and efficient crime investigations and detection.

It is comprised of the Criminal Investigations Department, Violent Crime Unit, Local Intelligence Office, Forensics Department, Special Victims Unit and Criminal Records Office, etc.

Its main priority for 2023 -2026 is to **Reduce and Detect Homicides and Firearms Crimes through evidence-based policing.**

It will generally deal with and oversee the more serious crimes of Homicide, Firearms related offenses, Terrorism, Grievous Bodily Harm, Sexual assault, Child Abuse, Domestic Violence repeat victims, (Serious Acquisitive Crime) Proceeds of Crime, including House Break-ins, Motor Vehicle Theft of and from, Fraud and Cybercrime.

The directorate will insist upon exacting high standards of investigation through the establishment of interview rooms, use of crime-fighting technology and each member will commit to reducing crime and bringing offenders to justice ethically and professionally on behalf of the victims, their families, and the Federation.

OPERATIONS DIRECTORATE

Led by ACP Operations

This Directorate will incorporate all geographical policing locations on St Kitts and Nevis including officers and staff from patrol duties, community beat officers, roads traffic unit officers, K9, and tactical units.

Its main priorities for 2023-2026 are - **Community Policing, Road Safety, Enhanced Crime Prevention, and Ongoing Collaboration with Other Agencies.**

This Directorate will be accountable to the public and government of the Federation to reduce and detect the less serious but just as important (to the victim) crimes.

It will adopt a community policing philosophy and will be part of the communities it serves and consults with, listen to, record, and act on public information and concerns.

It will support the reduction of serious crimes by conducting proactive and continuous patrols on the streets and in the communities and rather than waiting at stations to respond will be on the street already as an immediate presence and friendly deterrent.

This visible presence will reassure the public and deter criminal activity thus reducing the opportunity for Homicides, gang-related activities, and serious crimes.

Each officer will be tasked daily in hot spots and will be required to account for their activities on the street that serve the Criminal Justice Strategic priorities of the Police Force and Government.

ADMINISTRATION, RESOURCES, TECHNOLOGY AND INTELLIGENCE DIRECTORATE

Led by ACP ART&I

This Directorate is accountable for the everyday running of the Force's background support services and is responsible for ensuring Officers and staff are adequately resourced, staffed, and supported. It also has responsibility for general monitoring of the efficient management of Police Stations and Police Outposts.

The Main Priority for 2023- 2026 will be to continue future-proofing the RSCNPF through the better use of technology.

The directorate will incorporate Stores, Procurement, Back-office Admin, Finance, Vehicle maintenance, Buildings and Estate maintenance, IT and Communications departments, CCTV, and technical provision for other departments such as Forensics and Strategic Intelligence Unit. This Directorate will also be responsible for monitoring the proper maintenance and use of all resources in Police Stations and Police Outposts.

The directorate will ensure that all related policies and procedures are in place, current, and reviewed, and will future-proof the Force to ensure that new technologies and procedures in crime fighting are assessed for suitability and budgeted for accordingly.

They will ensure efficient use and maintenance or replacement of resources and equipment for it to be safe to use, functional and contribute to the effectiveness of the Force whilst planning to the future in replacing such equipment that becomes obsolete.

CORE VALUES AND GUIDING PRINCIPLES

Members of the Police Force are expected to demonstrate empathy, care, and understanding through their words and actions when dealing with the public and with each other.

Core Values

The Police Force must be accountable to the country, its people, and its leadership. More specifically, the way the RSCNPF works with and supports the government, the Police strategic and inter-agency partners, communities, visitors, and the general public in the Federation of St. Kitts and Nevis must be guided by a culture that values accountability, integrity, and respect.

In the execution of their duties, and in accordance with Section 5 of the Police Act, Police Officers must:

- demonstrate unwavering dedication to ensuring the safety and security of all persons and property in the Federation.
- defend and uphold the basic human rights of all.
- promote cooperation and interaction between police officers and people in the communities they serve.
- demonstrate respect for and understanding of the needs of victims of all forms of crime.
- be agents and envoys of the communities they serve.

In performing its mission, the Police Force must preserve and defend its core values that include:

- obedience to the Constitution of St. Christopher & Nevis
- respect for the dignity of those we protect.
- demonstration of compassion, fairness, and firmness always
- uncompromising personal and institutional integrity always

The following Core Objectives are emphasized:

- protecting the lives of all members of our society

- preventing and reducing all crime within the Federation
- improving the detection rate of all types of crime in our communities
- advancing the promptness of prosecution processes for court-related matters in accordance with the Criminal Justice Strategic Board (CJSB).
- improving the success rate of prosecution of all types of crime
- identifying the potential for disorder and to respond appropriately.
- addressing public concerns via increased police patrols and visibility
- developing and improving crime prevention, detection and prosecution intelligence systems.
- using scientific methods to aid crime investigation and prosecution.
- Develop appropriate communication systems that would assist in crime prevention, detection, and prosecution.
- improving call handling methods to improve response time, especially in emergencies.
- enhancing CCTV monitoring systems to help in crime prevention.
- improving the technological capabilities of the Police Force through, but not limited to, improved records management systems.
- Improving communication and response times through the efficient use of digital radio systems
- developing a modern network system to be utilized in all stations/departments and other security agencies to share information in a timely manner and which will be reliable confidential and secure.
- increasing public awareness in assisting in crime prevention and reduction
- promoting closer working relationships between Police and the community
- ensuring closer collaboration with continued support from, and addressing the concerns of, private sector interest groups.
- promoting closer collaboration among the various departments and units of the Police.
- promoting improved collaboration among the Police and other agencies - local, regional, and international- in crime prevention and crime-fighting initiatives

ANALYSIS OF CRIME STATISTICS (January to June 2022/2023)

An analysis of recent crime trends is critical to the decision-making process and should inform our policing objectives and priority actions. Crime analysis for the first half of 2023, when compared with the corresponding period last year, is relevant to strategy formulation and implementation. A review of this period shows a reduction in the overall crime situation of 10% when compared with the corresponding period last year. The reduction of breaking offenses by 50 or 17% and larcenies by 30 or 33% has contributed significantly to the overall reduction. These two categories account for 51% and 45% of all crimes up to June 2022 and June 2023, respectively. Notwithstanding the reduction, the increase in major crimes, including murders, non-fatal shootings, and sexual assaults and robberies (a three-month increase) is concerning and should galvanize our efforts. Of particular concern is the occurrence of homicides and non-fatal shootings, which over the review period, have increased by 433% and 75%, respectively. The analysis of the two offenses, together with the offense of robbery indicates the prevalence of transnational organized crimes, a national security threat, requiring a contemporary approach, which engenders the use of science and technology, robust white-collar investigations, intelligence gathering and collaboration with local and non-local law-enforcement agencies to effectively address.

Further, the data shows that St. Christopher Divisions accounts for 88% of all crime, and on average, a similar percentage for the aforementioned four major crime categories.

It is important to highlight that Division A accounts for 68% of all crimes, 83% of homicides, 53% of sexual assaults, 75% of non-fatal shootings and 63% of robberies. This division requires an inordinate amount of strategic focus, characterized by consistent intelligence-led operations to combat violent crimes emanating from the hotspot areas. This strategic approach, together with robust investigations can mitigate against the occurrence of firearm-related crimes, and at the same time, prevent the likely disperse to the other divisions.

In addition, the reduction of the detection rate from 35.8% in June 2022 to 31.5% in June 2023, though not significant, represents a trend that should be closely monitored, and efforts made to improve this rate, firstly, because of its preventative value, as well as the requirement to

reinforce our community policing, capacity- building initiatives and the use of science and technology in our strategy planning.

THE FOCUS OF 2023-2026 CRIME FIGHTING

The focus of the RSCNPF would engender the successful implementation of the 7-point Plan, delineated as: Enhanced Crime Prevention; Community Policing; Road Safety; Human Resource Development; Better Use of technology; Ongoing Collaboration with Other Agencies; and Evidence-based Policing. An analysis of the crime statistics (evidence-based policing) must inform and guide the focus for the period 2023-2026, which broadly must revolve around the pillars of policing - community/police relationship, intelligence-led policing, and predictive policing. In addition, the improved collaboration with local law enforcement entities, regional and international agencies, continued use and pursuit of science and technology in crime prevention and solvability, and importantly, embracing and actively supporting the current social intervention programs are underpinnings necessary for positive outcomes. Invariably, the continuous investment in our human capital should be treated as fundamental to our strategic approach, and which will impact our capacity to address transnational organized crimes, a national security imperative.

Moreover, specific to our emphasis of training, should be to incorporate the pursuit of DNA diagnostics, cybercrime and crypto- currency certification.

Our focus must be the continued reduction in crime, albeit 30%, and the downward trend in homicide from a 15-year-old low of 10, recorded in 2020, to single digit. The favorable movement of our overall detection rate by 15% will be targeted, as realistic, given our 2021 achievement of 45%.

GOALS, PRIORITY ACTIONS AND TIMELINES

GOALS	PRIORITY ACTIONS	TIMELINES
<p>1-2. Enhanced Crime Prevention/Community Policing</p>	<p>1. Work closely with the Operations Directorate to educate and assist at-risk youths to enhance the process of the alternative lifestyle and the Explorers Club.</p> <p>2. Reintroduce our schools to programs such as M.A.G.I.C, and T.A.P.S,</p> <p>3. Provide education and awareness utilizing traditional and social media communication channels to address incidences of domestic/sexual/physical abuse contributing to bodily harm offenses, and inadequate parenting, fueling deviant behavior.</p> <p>4. To sensitize the public on processes and procedures in obtaining restraining and other orders geared towards mitigating the effects of violence.</p> <p>5. An increased presence on social media platforms and a “Policing with you” radio program to give out crime tips and address challenges that affect the ability of the police to protect the community effectively.</p> <p>6. Collaborate with the Operational Directorate in revitalizing the Community</p>	<p>2023-2026</p> <p>2023-2026</p> <p>2023</p> <p>2023</p> <p>2023-2026</p> <p>2023-2026</p>

	Policing efforts through a strategic zonal patrol and engagement approach to solicit information and reassure residents.	
3. Human Resource Development	1. Training of staff towards international certification in Anti money laundering (AML), Counter Terrorist Financing (CTF), and Crypto Currency.	2023-2025
	2. Training in the identification of firearms, ammunition, component parts and serial number restoration.	2023-2024
	3. Certification of technicians in Fingerprint analysis.	2023-2024
	4. Development of additional firearm examiners.	2023-2024
	5. Implement a training program for first responders to crime scenes (out-stations).	2023-2024
	6. To improve investigative techniques and capacity by conducting refresher training in areas such as case file preparation, vetting case files, exhibit handling & chain of custody, customer services, and audio and	2023-2024

	<p>visual investigative interviewing.</p> <p>7. To work closely with HR on the provision of a local Basic CID Course to sharpen the investigative skills of junior detectives.</p>	<p>2024</p>
<p>4. To collaborate with local, regional and international agencies to combat major organized crimes.</p>	<p>1. A team approach to major crimes leveraging the expertise and information provided by the Customs, Military, Prisons and Fire Departments.</p> <p>2. Continued cooperation and joint training with SVU staff and those of Probation and Child Protection Services (PCPS), Department of Gender Affairs and Department of Counselling.</p> <p>3. Continual effort with the National Action Plan (NAP) to implement the Caribbean Priority Actions on the Illicit Proliferation of Firearms and Ammunition across the Caribbean in a sustainable manner.</p> <p>4. Continued cooperation with UNRILEC, Caribbean IMPACS, RSS and ATF for technical assistance in investigation and</p>	<p>2023-2026</p> <p>2023-2026</p> <p>2023-2025</p> <p>2023-2025</p>

	training in firearm-related offences.	
5. Better Use of Technology	1. To conduct an analysis of the extent of the contribution of the CCTV to the prevention and detection of crime and provide recommendations for its effective coverage.	2023
	2. To continue partnering with Cellmark Inc. to orient our approach with regards to the full utilization of forensic techniques in collecting, handling, storing, and processing of exhibits, and as a precursor to diagnostic in the laboratory.	2023-2025
	3. Upgrading of AFIS and photographic system including live scan.	2024
	4. To upgrade the software in relation to the Cyber Crime Unit.	2023
	5. Introduce photo radar technology to enforce speed laws.	2023
	6. Use artificial intelligence (AI) to analyze CCTV data.	2023
	7. Development of Police website and Branch Boards Online Elections Software.	2024

	<p>8. Temporary E-Driver License for visitors.</p> <p>9. Firearms and Stores Management System.</p> <p>10. GPS tracking of patrol vehicles.</p>	<p>2023</p> <p>2023</p> <p>2024</p>
<p>6. Evidence-based Policing. The use of current statistical data analysis to monitor changing trends and patterns.</p>	<p>1. To continually analyze and share statistical data to inform management and operational decision-making</p>	<p>2023-2026</p>
<p>7. Crime Administration</p>	<p>1. Implementation of guidelines for the investigation of sexual offenses.</p> <p>2. Development and ratification of a policy on the offenses investigated by the SVU.</p>	<p>2022-2023</p> <p>2023</p>

	<p>3. To provide an investigative manual that outlines standard operational procedures and effectively guides the process of all investigations.</p>	<p>2023-2024</p>
	<p>4. To propose a structural arrangement in addressing Witness Protection.</p>	<p>2023-2024</p>
	<p>5. Formulate working relationships/MOUs with regional and international partners re witness protection program and make recommendations for the operationalization of the Justice Protection Act Cap 3.27.</p>	<p>2023</p>
	<p>6. Development and ratification of SOPs re Forensic Unit.</p>	<p>2023</p>
	<p>7. Enhancement of storage facility for exhibits.</p>	<p>2023</p>
	<p>8. Acquisition of retrofit vehicles to enhance the response, collection and transportation of exhibits.</p>	<p>2023</p>

CONCLUSION

These strategic priorities, core values, and objectives serve as the benchmarks against which members of the RSCNPF must hold themselves accountable in the coming three years. These values extend internally to guide relationships within supervisory, subordinate, and peer interactions, and externally to encompass the relationships between the Police and all citizens, irrespective of their status.

The strategic priorities, policing values, and core objectives underscore the RSCNPF's commitment to upholding the values and laws of the Federation of St. Christopher and Nevis in pursuit of its Vision and Mission. The leadership, officers, and staff of the RSCNPF are obligated to operate in a manner aligned with the legal framework and processes outlined in documents such as the Police Act, 2003, and the Police Regulations, 2008, or any subsequent amendments to such legislation. Clear accountabilities will be established for every rank and assignment in the RSCNPF, with a specific emphasis this year on the performance management and subsequent assessment of each officer, encompassing their professional standards and training requirements, along with the authorities that heads of departments and senior ranks must possess to be individually and collectively successful in meeting the Government's requirements.

Individually, collectively as a Police organization, and collaboratively with our Criminal Justice partners, we will endeavor to meet the Government's Strategic Priorities and the RSCNPF Strategic Plan to fulfill our public duty to the residents and visitors of Saint Christopher and Nevis.

For the Police Strategic Plan for 2023-2026, we have embraced the theme, "Building Trust and Collaboration for Safer Communities." This theme will serve as a blueprint for instigating positive change, enhancing public trust, and fostering safer and more resilient communities through collaborative efforts involving law enforcement agencies, community members, and various stakeholders.

Hence, we earnestly request your full adherence to the vision.