



Royal Cayman Islands
Police Service

Strategic Policing Plan 2024-2026

Making the Cayman Islands Safer



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www.rcips.ky



Cayman Islands



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Executive Summary

Focused on people, infrastructure, and governance, the Royal Cayman Islands Police Service's (RCIPS) 2024-2026 strategic plan is built from lessons learnt and the progress of the last three years. The plan aims to cultivate exceptional leadership and the optimisation of the RCIPS' human capital, by implementing a caring, collaborative and, accountable approach. These tools will equip RCIPS staff to deliver excellent policing service to the people who live, visit and do business in the Cayman Islands. This will continue to build on the four core strategic goals of the RCIPS:

- Understanding the Threat
- Securing the Cayman Islands
- Ensuring Safer Communities
- Delivering a Professional Policing Service

It is generally agreed that the RCIPS must evolve to address the challenges of policing a contemporary, democratic society. However, achieving meaningful and long-lasting change is a continuous process that can span years and cause disruption. The RCIPS cannot afford to halt operations during such transitions; instead, we must forge ahead with our efforts to modernise our organisation into one capable of creating a safer Cayman Islands. As a police service, we must be agile to navigate through and adapt to change and uncertainty.

The driving force behind this change lies in today's globalised world of technology, communication, and finance. These advancements have not only fostered illicit enterprises but have empowered professional criminals spanning various industries. This reality necessitates understanding international organised crime and terrorist networks – a paradigm widely accepted within policing. Law enforcement agencies worldwide must adopt interconnected, networked structures to counter these threats effectively.

The evolving expectations of the Cayman Society for a modernised police service resonate strongly with our commitment to reducing crime and enhancing public safety. Recognising our community as a central stakeholder is key to refining our policing service. We have to be agile and innovative, based on discovery-driven learning. As leaders, we must encourage decisions to be made at a place aligned with our National Decision Model (NDM) and not allow old habits to undermine the organisation's creativity. This agile, innovative mindset requires expanding police-public partnerships and consultations while consistently evaluating public satisfaction with the RCIPS.

We live in a world where crime is glamourised and often used as a tactic to lure young people. The Cayman Islands is not exempt from this issue and so, we have to employ concerted efforts in implementing strategies to address the challenges of youth violence. This is a multidisciplinary approach that involves strengthening and diversifying our community involvement to deter our youths from developing anti-social behaviour.

Standing on our principle to be caring, collaborative, and accountable, the RCIPS strives to engage our partners and implement fruitful strategies to deliver service to our communities. We believe collaboration is essential in suppressing criminal activities, and curtailing anti-social behaviour and will make the Cayman Islands a hostile environment for criminals.

As Commissioner of Police, I will deploy the full range of resources available to the RCIPS based on strategic assessment and work in collaboration and partnerships with local, regional and international stakeholders. Collaborating across the CIG-Civil Service and beyond for stronger collective results and



Executive Summary

applying innovative approaches aimed at transformative change. Supporting the government and communities to build forward better, drawing on an internal culture shaped by a commitment to making the Cayman Islands safer, will contribute to our mission of working with our communities, for our communities.

Law enforcement is not an easy task. The police are faced with a myriad of issues in our communities, and just like the need for technology to support the enforcement of the law, there is a need to cater to and preserve the well-being and safety of our staff. Understanding the sources and impact of stressors on the psychological and physical health of people is paramount in addressing matters of well-being and mental health. Our task is demanding. However, we owe it to ourselves, our families, and our communities to put our best selves forward in the execution of our service.

Forecasting our future demands in the context of the business planning process to get the right people, with the right skills, in the right place at the right time, the RCIPS remains committed to placing the needs of communities at the centre of all that we do as an organisation. We will continue to invest greater resources in issues that cause harm to the most vulnerable in our communities, including sexual offences, domestic violence, and child abuse. Additionally, we will also develop strategies and methods to attract young and intelligent minds, encouraging youth and growth possibilities within our ranks and the organisation as a whole.

This Strategic Plan 2024-2026 outlines how the RCIPS intends to work together with our partners to deliver what is required of us. As we look ahead to the next three years, we recognise that this is also a moment of choice: an opportunity to learn from our experiences, to do things differently, and to aspire to greater shared goals.

Kurt G. Walton

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Kurt G. Walton
Commissioner of Police





Our Guiding Principles

Our Vision

Making the Cayman Islands Safer

Our Mission

Working with our communities, for our communities

Our Policing Style

Caring, Collaborative, Accountable

Our Values

Respect, Courtesy, Integrity, Professionalism, Service





Our Policing Priorities

Prevent and Tackle Crime

- Disrupt and investigate serious and organised crimes
- Tackle firearms, drugs, violent and gang-related crimes
- Confront anti-social behaviour, neighbourhood, and property crimes
- Tackle illicit finance and financial crimes
- Combat cyber-crimes, cyber-enabled crimes, and online scams
- Collaborate with our partners to secure our borders

Deliver Justice for Victims of Crime

- Support victims at every stage of the investigative process
- Ensure every crime is recorded accurately
- Increase 'action taken' on crime by collaborating with our criminal justice partners
- Work in partnership to reduce re-offending
- Promote the victim care unit and its services
- Empower the community through crime prevention campaigns and proactive policing tactics to reduce the number of victims of crime

Protect Vulnerable and At-Risk People

- Work in partnership to protect children and young people
- Improve collaboration with our criminal justice partners to address domestic abuse (repeat victims and offenders)
- Tackle hate-related crimes
- Work in partnership to extend mental health support
- Work in partnership to protect at-risk adults
- Advocate for awareness and development of laws and policies



Our Policing Priorities (continued)

Make our Roads Safer

- Work together with our partners to educate road users
- Provide accurate data on collisions to support road engineering activities
- Raise awareness of what causes collisions
- Robust enforcement to reduce speeding and driving under the influence of drugs and alcohol
- Target dangerous and inconsiderate driving
- Deliver policing outcomes for the National Road Safety Strategy

Improve Public Confidence in the Police

- Listen to and address community concerns
- Deliver a visible police service that engages with the community
- Ensure strong information management controls are in place
- Ensure the police are accountable to the public by improving communication with victims and witnesses
- Treat everyone with dignity and respect
- Provide regular feedback to victims of crime

Modernise our Police Service

- Conduct an independent review of our capabilities and capacity
- Review our estates and technical infrastructure
- Ensure sound internal controls, structure and governance
- Review all internal policies to ensure they are 'fit for purpose'
- Create an organisational culture of strong integrity and ethics
- Nurture and develop staff skills and competencies



Plan at a Glance

Our Mission

Making the Cayman Islands Safer

Prevent and Tackle Crime

Deliver Justice for Victims of Crime

Protect Vulnerable and at Risk People

Make our Roads Safer

Improve Public Confidence in the Police

Modernise our Police Service

What We Have to Deliver

Proactively Understand and Prevent Crime and the Fear of Crime

Deliver Outstanding Community Policing and Protect the Vulnerable

Tackle Crime and Anti-Social Behaviour

What Success Looks Like

Effective Collaborative Partnerships

Deliver Excellent Victim-Centered Service

Listen, Communicate and Engage Effectively

Use Technology and Data Effectively

Our Resources Match our Demand

Create an Inclusive Workforce to Attract and Retain our Talent

Care about our People

Continue to Enhance our Strong and Stable Leadership

Efficiency and Productivity

Improve the effectiveness and efficiency of our internal processes

Use our resources efficiently

Manage our finances and provide value for money

Good governance and competence

Deliver Service in Line with the Code of Ethics

Accountability

Fairness

Honesty

Integrity

Leadership

Respect

Openness

Selflessness

Objectivity

Professionalism

Strategic Policing Priorities

Crime and Policing Measures



Strategic Delivery Model





Monthly Operating Context

384
Uniformed Officers

36%
Female



64%
Male

104
Civilian Staff



Incidents
3123



Crimes
364



Arrests
197



Scenes of Crime
45



Motor Vehicle
Incidents
337



DUI Arrests
23



Speeding Tickets
324



Public Order Crimes
80
Incidents of Loud Music
66

Child Protection
Referrals
(Family Support Unit)

171



Domestic Violence
Referrals
(Family Support Unit)

160



194,479
Visitors per month



Press Releases
35

Social Media Followers:
9,200 Facebook
4,757 Instagram



Demographics of the Cayman Islands

All data 2022 (CIG ESO) except visitors by Air and Sea.



Grand Cayman,
Cayman Brac and Little Cayman
Total of 102 square miles

49.4%
Female



50.6%
Male

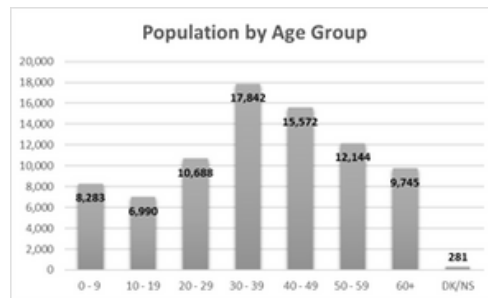
Total Population
83,546

Population by Status

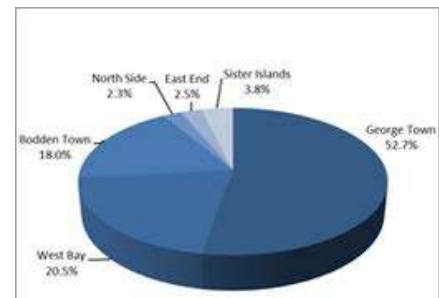
47.4%
Caymanian

52.6%
Non-Caymanian

Population by Age Group



Population by District



Households

32,820
Grand Cayman

1,313
Sister Islands



240
Banks and Trusts



1,027,668
Visitors by Sea



502,739
Visitors by Air



CI \$ 774,000,000
Total Visitor
Expenditure

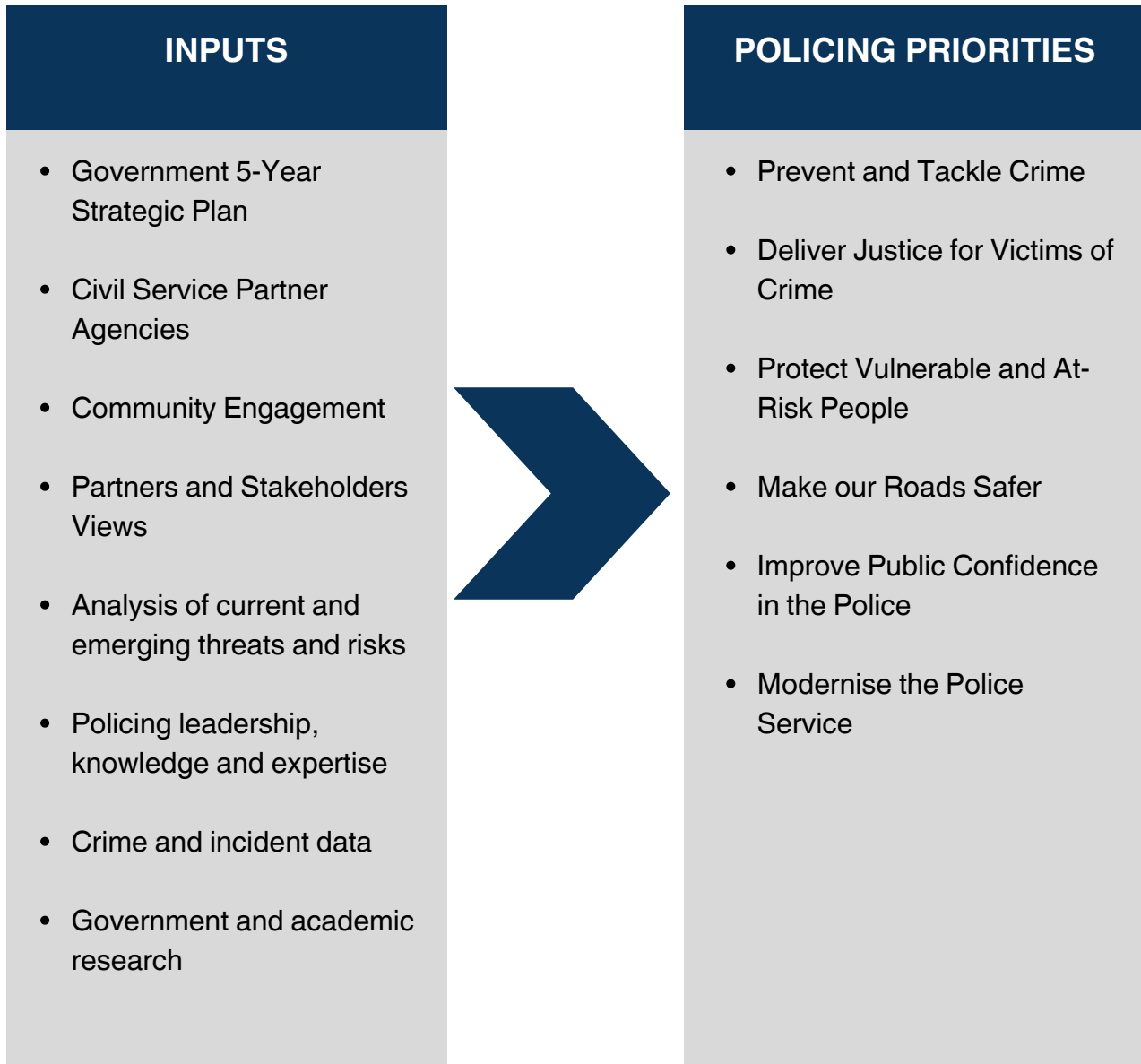


Support for Operational Policing

People	Infrastructure	Governance
<p>Employ targeted recruitment initiatives to attract and retain staff, primarily for specialist roles.</p> <p>Ensure our efforts to improve equality, diversity, ethics and inclusion are central to our values.</p>	<p>Harness digital development and new technologies to enhance organisational efficiencies.</p>	<p>Enhance the strategic governance structure of the RCIPS.</p> <p>Identify and exploit opportunities to improve operational and non-operational policing functions.</p>
<p>Develop a robust succession plan for key roles to ensure resilience across the organisation, including professional development training, mentorship and coaching.</p>	<p>Utilise social media and new media platforms and tactics to reach and engage the community.</p>	<p>Continue to prioritise strict and prudent fiscal management and understanding of future demand to inform resourcing and strategic planning processes.</p>
<p>Improve internal communication and engagement to build culture and act as a mechanism for reward and recognition.</p>	<p>Enhance IT resources and oversight within the organisation to better equip us to meet our current and future needs.</p>	<p>Establish an inclusive budget oversight process to enhance visibility of budget allocation across the organisation.</p>
<p>Create a capabilities and training matrix by mapping our personnel knowledge, skills and abilities.</p>	<p>Provide fit for purpose estates and assets to enable officers to carry out their tasks in a safe and effective manner.</p>	<p>Prioritise monitoring and measurement of risk profiles across the organisation.</p>
<p>Bolster wellbeing initiatives and offerings for staff.</p>	<p>Invest in specialist areas to maintain the RCIPS' ability to respond to significant operational demands.</p>	<p>Review and revise (where necessary) organisational structure and resource allocation.</p>

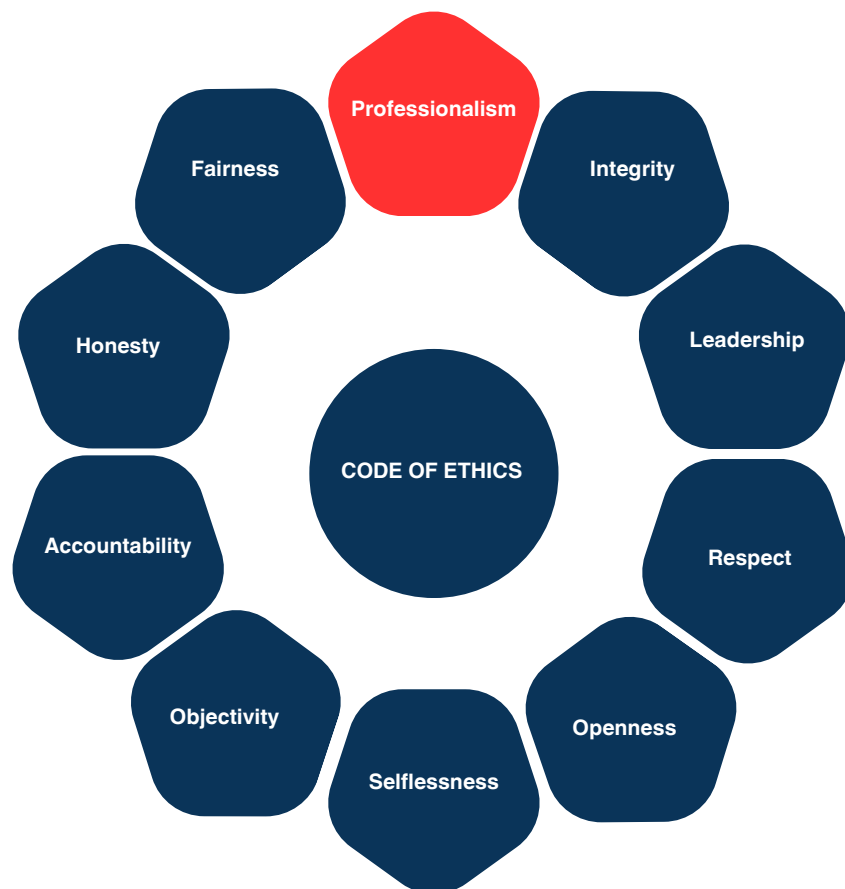


How We Set Our Priorities

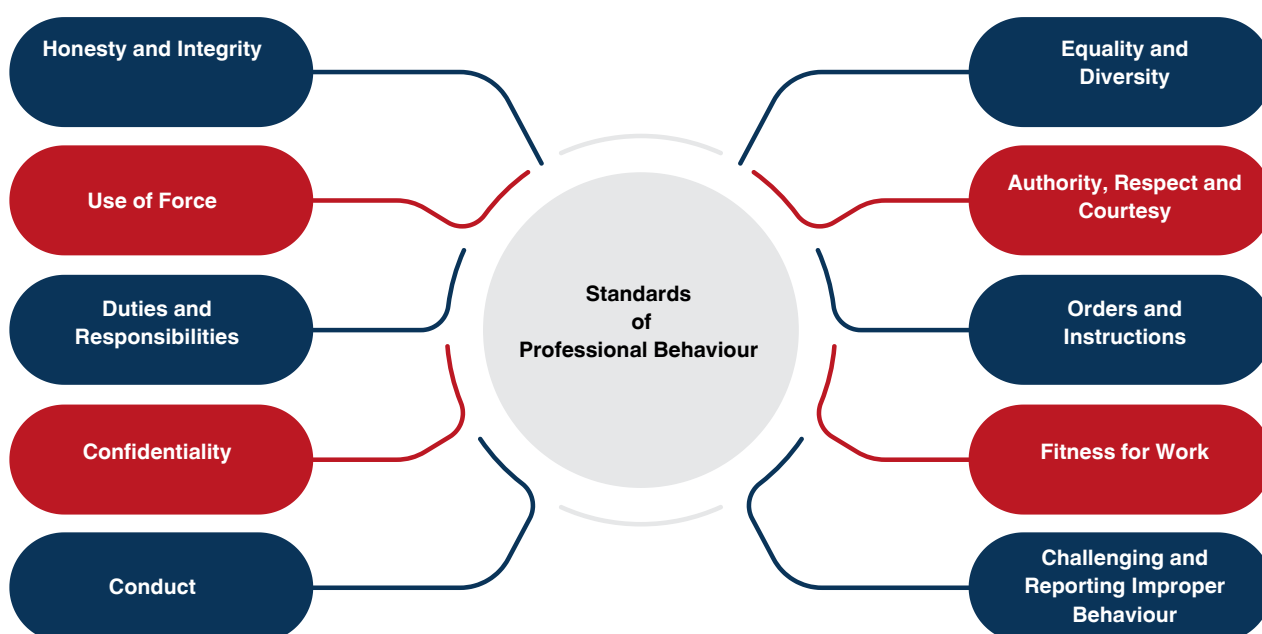




Appendix One: Code of Ethics



Standards of Professional Behaviour





Appendix Two: Four P's Model

PURSUE

- Bring offenders to justice.
- Take illegal commodities off the streets.
- Develop our capabilities.
- Use and apply legislation effectively.
- Exploit our intelligence opportunities to enhance our understanding of threats.

PREVENT

- Understand the circumstances leading people to crime.
- Minimise opportunities for the vulnerable to be exploited.
- Intervene to stop people being drawn into crime.
- Collaborate and complement our partners' strategies with prevention-focused endeavours.

PROTECT

- Identify and protect people at risk of becoming victims.
- Inform and educate the public on crime threats.
- Improve protective security at the local level.
- Work with our partners to protect our borders.
- Develop engagement strategies to improve interaction with diverse community groups to build trust and confidence.

PREPARE

- Enhance capability by recruiting a talented workforce.
- Test out national contingency plans.
- Ensure the workforce has the skills required to succeed.
- Attract, engage, develop and retain a workforce that is representative of the communities it serves.



RCIPS

Connect with us

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  **Royal Cayman Islands Police Service**

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