



Belize Police Department

Policing Plan

2006 - 2010

The Police and Community
Working in Partnership for
a Safer Belize



Police Department Philosophy



That we shall devote ourselves to uphold the safeguards of the Constitution having regard for the rights and dignity of all persons, through the instrument of Law, and the concern for order, working in partnership with the people, and in cooperation with Law Enforcement Agencies, we vow to protect the welfare of the state from threat and fear of crime.

MISSION STATEMENT

The Police and Community Working in Partnership for a Safer Belize

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COMMISSIONER'S FOREWORD



Commissioner of Police
Gerald L. Westby

The Belize Police Department Policing Plan 2006 -2010 clearly outlines the way forward and highlights the greatest priority areas with emphasis on proactive policing, road safety, reduction of crime, improved morale and welfare and increased professionalism and quality of service.

World over, communities are waking up to the reality that the most effective way of reducing crime and violence is by getting the entire community involved. The great leaders of today are the ones who are in the forefront, who interact with and are a part of the communities that they serve. The Community Policing concept must be fully embraced by every member of this team and must be recognized as the best possible way to reduce crime and foster greater community participation.

My vision is for a Police Department and a community united, moving in the same direction and driven by a common cause, to reduce crime and violence in our communities.

The great Henry Ford said it best, "Coming together is a beginning, staying together is progress; working together is success" Let us continue on that progressive road towards greater success. Together we can!



Commissioner of Police
Gerald L. Westby

INTRODUCTION



In 2000 the Belize Police Department first introduced and formulated its 5 year policing plan 2000-2005, that has helped in guiding and building the foundation of the Belize Police Department for the future. The formulation of the Policing Plan 2000-2005 was an indication of our conscious and organized approach to the law enforcement challenges that lay before us. Moreover, we were cognizant of the fact that the Police Department's objectives and goals must be set out for our accountability, continued development, and improvement thereby providing an effective and efficient service to the Belizean citizenry.

Overall, the policing plan 2000-2005 has given us a clear sense of direction with specific goals and objectives that has led to improvement, professionalism and proper departmental development that has prepared us to meet the challenges of the future. Despite the challenges through 2000-2005 such as the 9/11 terrorist attack in the United States and it's implications for law enforcement world wide. Our local public disturbances of early 2005, the Belize Police Department showed its dedication and professionalism by effectively dealing and quelling the public disturbances and meeting the new challenges. Furthermore in the midst of the financial constraints and limited resources, the Police Department was able to fulfill numerous objectives and goals and departmental obligations of law and order, thus ensuring Belize remained safe.

Today the Policing Plan 2006-2010 has been formulated to follow in the continuation of a clear sense of direction, with a sole purpose of continuing to strive for improved development of the department, as the primary law enforcement agency, and in an effort to bring efficient, effective and professional service to the general public. The Policing Plan 2006-2010 has incorporated unfulfilled action plans of the policing plan 2000-2005 and formulated new objectives and action plans, which has set out our departmental goals and objectives for the next five years, upon which we will strive to accomplish and deliver for the good of Belize and its people.

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Past Achievements

Five years have now passed and in a brief review of the Police Plan 2000-2005 we can see major accomplishments and as expected, a few shortfalls, some of which were as a result of some major events that seriously impacted our country, limited financial resources and other obstacles which are still challenging our resolve and commitment.

Taking a look at the Police Department's accomplishments, we must mention that we had great achievements in regards to Community Policing. Our

Today, Community Policing is a well established program that has been well accepted throughout the country by police officers and the community.

objective and Action Plan for the implementation and expansion of neighborhood watch programs throughout the country saw at the end of 2005, 31 active

neighborhood watch programs and six Police Citizens Committees established. Today, Community Policing is a well established program that has been well accepted throughout the country by police officers and the community.

We also had an increase in training and throughout 2000-2005 there were 469 police officers trained in regards to criminal investigations, and over 500 officers receiving local training, and 242 officers attending foreign courses in various police disciplines. As a result, we are equipped with better trained investigators and police officers in the various branches of the police department, capable of dealing with the most sophisticated crimes plaguing us today.

The department was successful in the formation of the Anti-Drugs Unit which is today a well equipped branch of 35 officers whose sole work is in targeting drug traffickers and dealing with public order incidents. Since then, this unit has made numerous arrests and

seizures in the never ending fight against drugs. Also, during 2003 we saw legislation passed in the form of the Firearm Act No. 26 of 2003, which increased the penalty for possession of firearms and ammunition from \$1000.00 to \$10,000.00, which has gone a long way in assisting the police in the fight against firearms trafficking and related offences. Legislation was also

In the last five years we have also seen tremendous improvements in forensic investigations, and most notably was the newly formed Scenes of Crime Unit.

enacted in view of our ever present problems of Human Trafficking. These amendments and legislation have equipped police officers with the necessary powers to better fight drugs, firearm and human trafficking offences.

Our department is now also equipped with a very advanced Information Technology Unit comprising of nine well qualified personnel who have assisted the department tremendously in upgrading our communication via countrywide networking, security and programming of our computer systems, and most importantly the ability to counter with the ever growing threat of cyber crime. In this new era in Information Technology this unit has assisted us in maintaining a better, safer and more economic communications network and prepared the Belize Police Department for the information age.

In the last five years we have also seen tremendous improvements in forensic investigations, and most notably was the newly formed Scenes of Crime Unit. Furthermore, in compliance with our Policing Plan 2000-2005 the department posted permanent Scenes of Crime personnel to every police formation in the country, and as such is seeing more scientifically based evidence gathering, countrywide.

Having seen domestic violence as a serious threat, the department in compliance with the Policing Plan 2000-2005 extended the arm of the Domestic

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Violence Unit to all the Police District Formations, which has given battered and abused women and men the opportunity to report these crimes.

In the effort to make our highways safer, we succeeded in increasing our number of highway patrols and were successful in establishing four permanent checkpoints on the highways with a view of reducing the number of traffic accidents and catch fleeing offenders.

We aim for the highest level of professional service to the public

Most importantly, the department established its very own legal advisory office, and as such, the department can now afford proper legal guidance in major investigations and policies that require legal advice and guidance.

As mentioned earlier, the Policing Plan 2000-2005 had some shortfalls. These can be attributed to a variety of reasons. For instance, we wanted to increase the availability of vehicular resources. This was temporarily achieved but due to a lack of support for an adequate replacement policy these overworked vehicles have gradually deteriorated. We also acquired several technical devices for supporting the effort in making our highways safer in line with our Policing Plan 2000-2005. We obtained breathalyzers but due to lack of adequate legislation the use of these equipment have been put on hold, something that the new policing plan 2006-2010 intends to change.

Furthermore, a very critical element in the fight against crime is a guaranteed conviction of the offenders. However many cases were lost due to victims' fear of testifying. As such, efforts were made to establish a victim support scheme; however, all efforts in this venture were cut short due to funding which could not be identified. Another area that was partially achieved was in establishing Crime Intelligence Units countrywide, as only Belize City presently has a Crime Intelligence Unit and our objective was for every district, something that we will pursue in our policing plan of 2006-2010.

Guiding Principles

The Belize Police Department since its inception prides itself in being the primary law enforcement agency in Belize. We carry out this mandate by delivering service which is based on principles of integrity. The Belize Police Department maintains its standard through partnerships and consultations, focusing on priorities; that are acceptable to local communities, treating all persons fairly regardless of color, gender or social standards. We pride ourselves in dealing promptly and transparently with wrong doing by members of the Police Department. We strive to improve our service by being efficient and effective, and demand accountability from our officers through transparent mediums where managers are held responsible for the performance of their staff and proper utilization of their resources by ensuring that all personnel are cognizant of the goals and objectives of this institution.

We aim for the highest level of professional service to the public by improving the image and efficiency of the department through reformation focusing on the welfare of police officers, and aggressively tackling crime in partnership with the community for safer neighborhoods. The department value those who act with integrity, are honest, fair, open and courteous to the public. We welcome individuals who display flexibility, initiative and commitment, who

appreciate and encourage the contribution of others. These are the foundations on which the Belize Police Department is grounded that allow us continuously to maintain the highest standards, in the fight against crime and the pursuit for a safer Belize.

Primary Functions

- ◆ *Protection of Life and Property*
- ◆ *Maintenance of Law and Order*
- ◆ *Prevention and Detection of Crime*
- ◆ *Apprehension and Prosecution of Offenders*

Our Vision

The Belize Police Department continues to work together to ensure the successful delivery of our shared vision

- ◆ Reducing crime and fear of crime, incorporating strategies.
- ◆ Promoting safety and reducing disorder by responding to local concerns.
- ◆ Delivering justice effectively.
- ◆ Achieving greater public satisfaction in partnership with the community.
- ◆ Delivering continuous performance improvement in the future.

Our vision will be achieved through the adoption of our strategic aims whereby we will deliver a responsive and respected policing service with integrity to help secure a safer Belize, in which the rights and responsibilities of individuals, families and communities are properly balanced.

This plan aims to outline how the Belize Police Department will seek to ensure the delivery of a best value policing service to the public. It includes the standards which are planned to be achieved in delivering the vision of making Belize safer. The Belize Police Department is committed to providing a policing service that meets the agreed needs and expectations of the community. The Belize Police Department will move closer to its vision by continuing to focus on the delivery of services, on the policing priorities and those areas where continuous improvement is sought. By so doing, the department will directly support the communities of

Belize and the delivery of our policing priorities. This plan will also act as the focal point for prioritizing the allocation of financial and other organizational resources when considering competing demands for service.

The Way Forward

Over the last five years, the Belize Police Department has been developing and working towards effective change in the way we do policing, which has been providing a clear sense of direction with distinct objectives for continuous development. The policing plan 2000-2005 was the start of a continuous focus on the objectives and goals of the Belize Police

The Policing Plan objectives are of the utmost importance to us and as such will receive the commitment and support from the entire Police Department

Department, of which many were accomplished, and where the ground work was laid for future development. Despite certain objectives of the 2000-2005 policing plan were not achieved, or only partially achieved, it is intended that the new policing plan 2006-2010 will continue striving to achieve such objectives and to incorporate new objectives in an effort to ensure continued development and accomplishments for the Belize Police Department.

The Policing Plan 2006-2010 will continue to be the catalyst of continuous change for the Police Department and will assist the Police Department and government, to be held accountable to pressure groups who demand and expect greater transparency, professionalism and accountability for the work and service given to the general public. The Policing Plan

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objectives are of the utmost importance to us and as such will receive the commitment and support from the entire Police Department, as we are all stakeholders in this country of ours.

In this new era where crime is a major priority for good governance and the call for operational effectiveness and accountability by its populace, it is imperative that the Belize Police Department set and meet with objectives to be able to deliver greater transparency, efficiency and professionalism, and to be able to deal with the constant challenges of law enforcement, and deal with new areas of concern such as human trafficking and terrorism.

It is with this notion that the Belize Police Department will continue to work towards being more proactive and innovative, and will continue to improve and expand in its Information Technology to enable better communication, collection and dissemination of data to meet this technological era. Also, it will look to improve its Forensic Division to become better equipped with the necessary experts and know how. To develop better intelligence led policing skills by having more training and trained officers. Improve our public relations with the media and the general public, and work to foster and promote crime prevention education and community policing priorities, for safer neighborhoods. Work more closely with other criminal justice agencies to formulate and promote better legislation to equip the police department with the power and foundation needed to fight crime, all in an effort to bring better and improved service to the public, and to fulfill our departmental goals and objectives.

In order for the Belize Police Department to succeed, it is evident that this Policing Plan must be the center of everything that we do, and have at heart the interest of the public we serve. In the Policing Plan 2006-2010 a new objective and set of action plans are added to highlight our commitment and dedication to the service we give the general public and our value for community participation in the fight against crime.

Hand in hand with the Public, the Belize Police Department will continue to strive to improve in the delivery of quality and respected policing service that is of the utmost integrity, and a prerequisite for a secure

and safer Belize. These objectives should be looked upon as providing the foundation upon which operational policing can achieve its goals and objectives, whilst providing the administrative and logistical support to do so. We are determined to reduce crime, maintain law and order, and improve our service to the general public by placing emphasis upon the following strategic priorities:

Strategic Priorities

- ◆ Increase effectiveness of preventative patrols
- ◆ Improve traffic and road safety
- ◆ Continue to target drug traffickers, transnational and organized crime
- ◆ Improve our investigative procedures to increase detection and conviction of offenders
- ◆ To improve the morale and welfare of all members of the department in order to deliver a more efficient and professional level of service to the community.
- ◆ Improve overall quality of service to the public to foster better support and cooperation.

Implementation

In an effort to provide the best possible service to the public and the fulfillment of the objectives set out in our Policing Plan 2006-2010, the performance of the Belize Police Department will be monitored regularly by a Policy Group comprising the Commissioner of Police, Deputy Commissioner of Police, and the two Assistant

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Commissioners of Police. They will be assisted by the Planning, Performance Review and Inspection Branch as well as Formation Commanders/Branch Heads who are determined to meet agreed expectations in crime and traffic accident reduction, increase community safety and participation, and performance improvement.

The implementation of the Belize Police Department Policing Plan and its success will only be possible through the dedication and commitment from all members of the department, with the support of the Government, and with the help and assistance of the public and communities, truly working in partnership for a safer Belize.

The Commissioner of Police and the senior leadership, following internal and external consultations with members of the department as well as concerned citizens and other organizations promulgated the Operational Objectives. Progress towards the operational objectives is therefore controlled from the command level. The Deputy Commissioner of Police (Management Services) is responsible for ensuring that the entire department concentrates on crime reduction, improved professionalism and that time-scales laid down for each action plan are adhered to.

Formation Commanders and Branch Heads are responsible for the preparation of local action plans in support of the Policing Plan and are accountable for ensuring that such plans and actions are set in motion within agreed time-scales and financial resources.

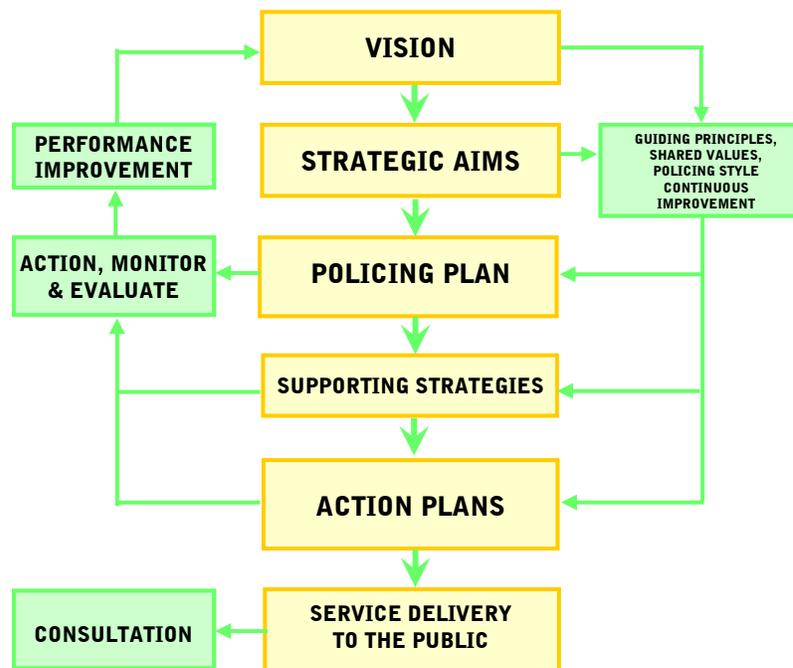
The Planning, Performance Review and Inspection Branch will continue to form an integral part

of the development and monitoring of the Policing Plan as well as of any other departmental plans that may develop in support of the Policing Plan. All Formation Commanders and Branch Heads will be visited regularly by the Commissioner of Police, the Deputy Commissioner of Police, the two Assistant Commissioners of Police, as well as members of the Planning, Performance Review and Inspection Branch who will examine and evaluate performance, achievements and level of professionalism with the aim of continuous improvement to ensure that high standards are maintained and quality service is being delivered.

The Belize Police Department is committed to focusing its attention on the delivery of this prioritized plan. As previously identified, six strategic priority areas have been identified against which particular effort will be focused. In addition, a number of strategies and action plans have been developed which will support and work to accomplish our strategic priorities and improved performance. Action plans within these

strategies will be implemented, and be the key to ensuring that Formation Commanders keep focus on our policing priorities and policing plan for improved performance and success.

To ensure that every operational area, geographical sector and support department contributes to the successful delivery of the policing priorities and supporting targets contained within this plan, an annual achievement report will be produced, identifying their contribution. These action plans and their targets will be independently audited by the Performance Review and Inspection Branch on a regular basis throughout the year. The illustration above clarifies how strategy is converted into action.



ORGANIZATION OF THE BELIZE POLICE DEPARTMENT

Gerald Westby
Commissioner of Police



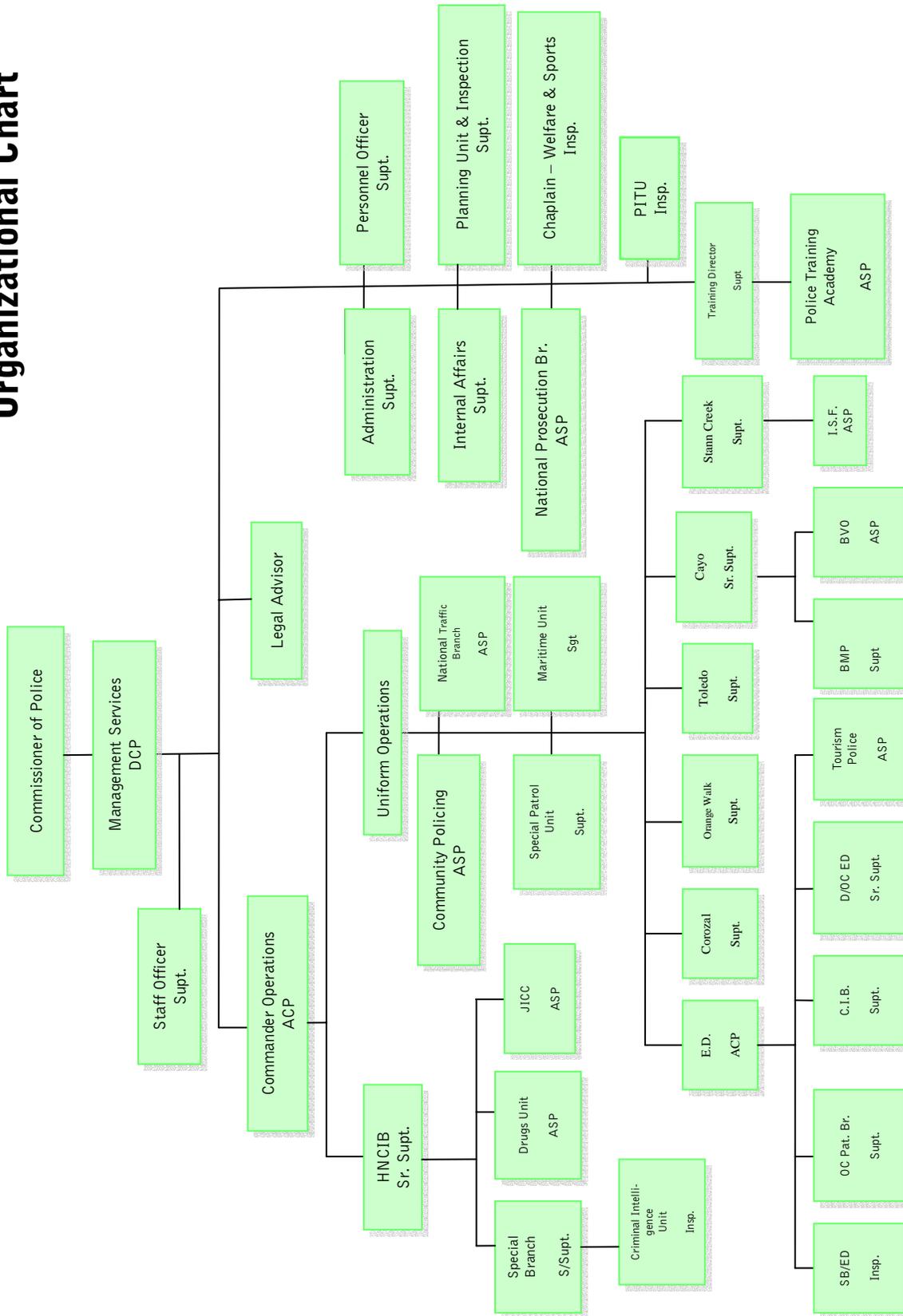
Edwardo Wade
Assistant Commissioner
Operations

Maureen Leslie
Deputy Commissioner
Management Services

Crispin Jefferies
Assistant Commissioner
Eastern Division

ORGANIZATION OF THE BELIZE POLICE DEPARTMENT

Belize Police Department Organizational Chart

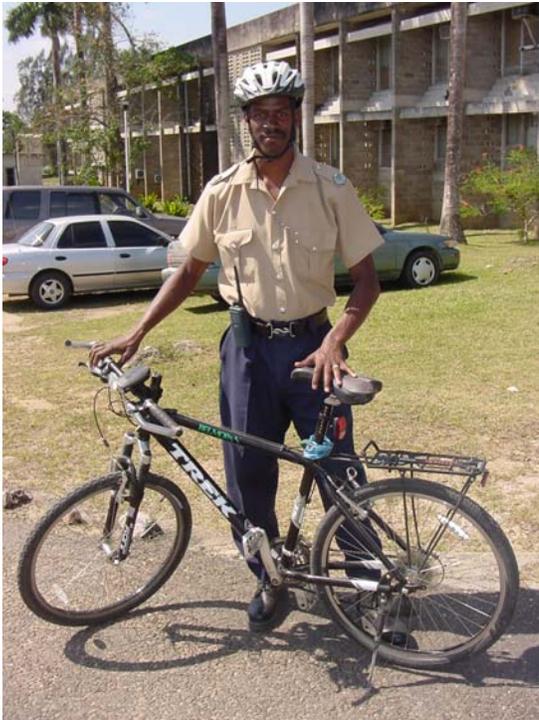


PREVENTATIVE PATROLLING

Objective 1: To Improve effectiveness of preventative patrolling to reduce crime in the streets and other public places.



▲
Foot Patrol



▲
Bicycle Patrol

Mobile Patrol ▶

The Belize Police Department will continue to focus and improve in our proactive and preventative police patrols in communities countrywide. The main function of patrol is to respond to crimes and other incidence, to maintain public order and tackle antisocial behavior and to gather intelligence. The patrol function is made up of all uniformed officers, either on foot or mobile, who reassures the public through visible police presence and forge links with local communities to reduce problems of crime and nuisance. In the last policing plan 2000-2005 we made patrols a priority, and today recognise from our community interaction that the community wants to see police officers on the beat. Our commitment to public reassurance is to have a police department which is highly visible, familiar by name and accessible with Community Police booths. To have targeted patrols aimed at reducing and detecting crime and importantly reducing people's fear of crime. We will thus continue to have constant patrols in the heart of local communities to provide highly visible patrol in places and at times where the public would want to see police officers.

In the next few years we want to be in the position where our approach to visibility does not just rely on visible patrolling, but uses intelligence to identify what is causing upset, anxiety or fear to local communities and then visibly tackling those specific issues.



PREVENTATIVE PATROLLING

	2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan		Target		
	Review the deployment of officers to meet policing demands.		Continuously free up more police officers to engage in core policing duties.		
Time Scale - 5 Years					
RESPONSIBILITY ACP (OPS)	Action Plan		Target		
	Re-introduce the concept of Beat Policing within all Police Formations.		To ensure this is done by the end of year three and that each police formation has at least two beat patrols.		
Time Scale - 3 Years					
RESPONSIBILITY DCP (MS)	Action Plan		Target		
	Increase availability of vehicles, personal radios and other technical support to all Districts		To acquire a minimum of 1 additional motor vehicle and 1 motor cycle for each formation by end of year 2 Ensure existing radio communication network is functioning properly countrywide by end of year 1 Increase the number of radios in the police department by 10% by end of year 2		
Time Scale - 5 Years					
RESPONSIBILITY ACP (OPS)	Action Plan		Target		
	Extend the program of Special Constables and Auxiliary Police Officers countrywide		To appoint a minimum of 10 Special Constables at each district by year three. Establish a Voluntary Auxiliary Police Officer corps with strength of 200 by end of year 5.		
Time Scale - 4 Years					

PREVENTATIVE PATROLLING

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Introduce and evaluate the concept of Precinct Policing, primarily in Belize City		Target To undertake the necessary feasibility study in Year 1. Implement a pilot project in Year 2 and complete the process by end of Year 3.		
	Time Scale - 3 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Develop and strengthen team leadership roles of Corporals, Sergeants and Inspectors to more effectively support patrolling initiatives.		Target To provide intensive supervisory training both locally and abroad in order to enhance job performance.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Provision of high visibility foot, bicycle, motorcycle and mobile patrols countrywide.		Target To ensure quick response and reassure the public with police presence by conducting patrols on a 24 hour basis.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Continue and where possible expand police patrols in remote areas of tourist destinations.		Target Work along with other agencies concerned in maintaining high levels of patrols along the route of remote tourist destinations.		
	Time Scale - 5 Years				

TRAFFIC AND ROAD SAFETY

Objective 2: To increase enforcement of road safety and traffic laws in particular targeting those persons involved in drunk driving, whilst improving traffic education for the general public.



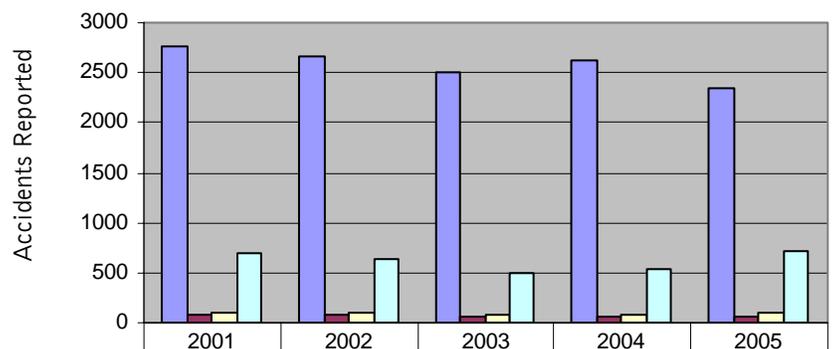
Four Dangerous Driving Habits

- ◆ Drink and drug driving
- ◆ Speeding
- ◆ Failure to use seat belts
- ◆ Driving dangerous, careless or threatening to other road users

Effective policing of the roads is an important and visible element in the police's commitment to protect the public and maintain safe communities. With a rising population there will inevitably be a rise in the number of motor vehicles on our roads. Some of the consequences of this are the potential for greater traffic congestion and the risk of an increase in the number of road traffic accidents on the roads. Speeding and drink driving are both high on the public agenda. To combat this, we intend to continue with a number of road safety campaigns aimed at raising awareness of the potential dangers for loss of life and misery that result from traffic accidents, especially those where speed or alcohol is a factor. The risks of prosecution for those who choose to flaunt the law in these areas will be substantially increased.

The factors contributing to accidents are varied and numerous. The majority of accidents on our roads are actually preventable. We are committed to working in partnership with other agencies to make Belize highways and roads safer, and by taking a more scientific approach to identify causation factors to prevent accidents occurring in the first place. The Department will seek to promote the enforcement of road traffic legislation in a fair but robust way, paying particular attention to accident Hot Spots.

Traffic Accidents (2001 -2005)



■ Accidents Reported	2757	2653	2512	2622	2349
■ Fatal	71	77	68	56	57
■ Serious	109	104	80	70	97
■ Minor	704	630	498	541	708

TRAFFIC AND ROAD SAFETY

2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Regular traffic tips will be disseminated to the media	Target To utilize the PROP on a weekly basis.	Time Scale - 5 Years	
RESPONSIBILITY ACP (OPS)	Action Plan Traffic Education will continue to be provided to all members of the department and the general public.	Target Training in Traffic Education to officers and general public to be delivered regularly at all district formations.	Time Scale - 5 Years	
RESPONSIBILITY ACP (OPS)	Action Plan Extend PCPEP to include a traffic awareness program for students at the primary and secondary levels.	Target Officers involved in program to visit and provide advice/lectures on a weekly basis.	Time Scale - 5 Years	
RESPONSIBILITY ACP (OPS)	Action Plan Maintain regular highway patrols and vehicle check points.	Target Conduct highway patrols and vehicle check points on a continuous basis countrywide. Enforce all Traffic Regulations including Road Worthiness of Vehicles.	Time Scale - 5 Years	
RESPONSIBILITY ACP (OPS)	Action Plan Continue to identify and target potential offenders and accident prone areas by analysis of statistics in order to reduce accidents.	Target Introduce the use of traffic software (CIMS) to enhance analysis countrywide by year three and share relevant data with Department of Transport.	Time Scale - 4 Years	

TRAFFIC AND ROAD SAFETY

2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan Acquire more technical devices and recommend for proper legislation to enforce the use of these devices.		Target Acquire additional speed device and breath testing equipment for each formation by the end of year three. Strive for legislation to be enacted for these devices by end of year three, and lobby for stricter penalties for drunk driving. Train all traffic officers in the use of these equipments by year four for immediate use.	
Time Scale - 4 Years				
RESPONSIBILITY DCP (MS)	Action Plan Improve and increase training in Traffic Investigations.		Target By year three to have tailored traffic courses in Traffic accident scene re-construction, and other traffic related investigations. By year five to have at least 80% of Traffic officers trained in the tailored courses.	
Time Scale - 5 Years				



▲ NEMO Simulation training for Major Traffic Accident

TRAFFIC AND ROAD SAFETY

2006	2007	2008	2009	2010
RESPONSIBILITY	Action Plan		Target	
ACP (OPS)	Continue to liaison with the Department of Transport, City of Belize Traffic Department and Town and City Councils to be more effective on traffic matters and to improve road safety		Maintain monthly meetings between the Belize Police Department and relevant agencies and undertake joint operations. Year 1 thru 5 – Continue to foster cooperation amongst agencies and stakeholders to promote road safety campaigns	
Time Scale - 5 Years				



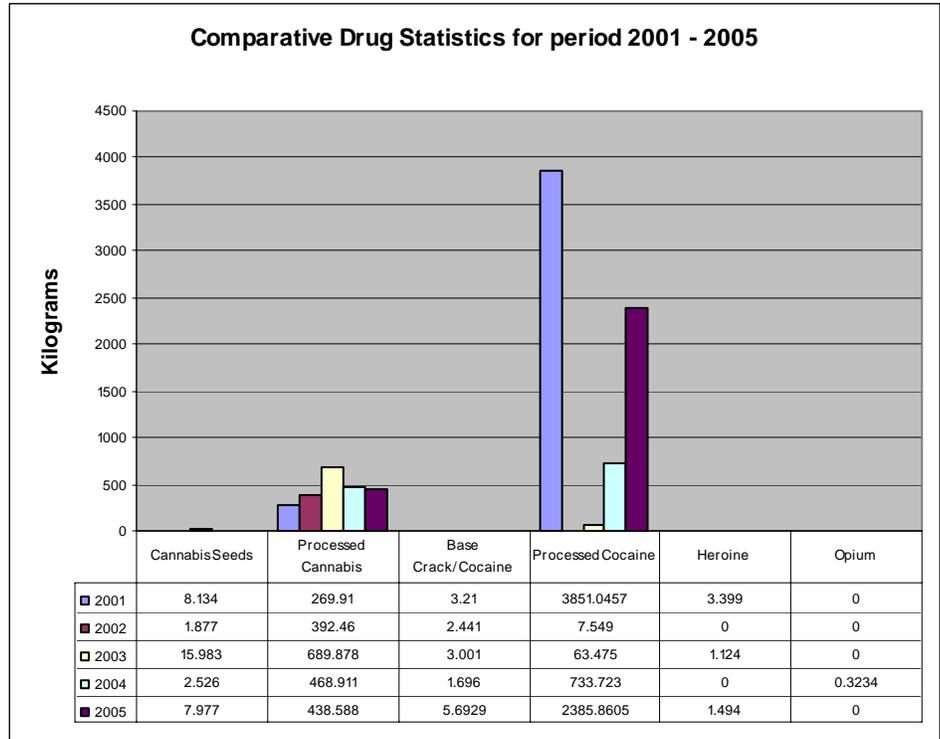
ORGANIZED AND TRANSNATIONAL CRIME

Objective 3: To continue to target active drug traffickers, transnational and organized crime in Belize.

Targeting serious and organized crime is a national priority, and is essential and central to the overall crime reduction strategy of the Police Department. Through the implementation of intelligence led policing, the department will ensure that information is fully exploited for better detection and apprehension of offenders. We will continue to maintain close operational links with other law enforcement agencies and departments involved in the fight against serious and organised crime. We remain committed to targeting such groups who either reside in Belize or who impact upon the community through their criminality. Particular focus will be maintained on those groups involved in the trafficking of drugs and firearms, or the facilitation of human trafficking, particularly for sexual exploitation.

We will continue to review major crime investigations which will identify areas for improvement to effectively position the department to be prepared and successful in the serious and organized crime environment. Our current approach is based on a joint effort with our Major Crimes Unit, Anti-Drugs Unit and Special Branch which targets serious and organised criminals by conducting operations utilising various investigative and covert methods before bringing them to justice.

The potential threat of terrorism and its implications is also a matter that must also be looked into. The department must be prepared should a terrorist incident occur. Also there needs to be in place certain measures such as robust local contingency plans, specialist training, national intelligence and the application of powers. Something that is being looked at in this policing plan.



▲
Cocaine seized by ADU

ORGANIZED AND TRANSNATIONAL CRIME

Drugs and Firearms

The department will work to disrupt the demand for and supply of drugs and firearms using partnership approaches to target operations to tackle organized crime. We will increase countrywide operation and collaborate operations with other agencies to tackle drugs and firearms trafficking, with an aim to reduce drugs and firearm related violence.



	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Continue to identify and interdict those persons involved in the transshipment and distribution of drugs through Belize.		Target Year 1 – establish contacts with the relevant agencies to enable effective investigations to be conducted Year 1 – in conjunction with Anti-Drug Unit establish database on targeted dealers Year 1 – increase number of arrests by 10 % Year 1 – increase seizure of drugs by 5 % Year 2 – acquire necessary resources to become fully equipped and operational Target and disrupt local drug dealers and high profile drug traffickers with a view to reduce supplies Year 2 – acquire necessary resources to become fully operational		
Time Scale - 5 Years					
RESPONSIBILITY DCP (MS)	Action Plan Director Training in collaboration with the Officer Commanding Anti-Drug Unit will design specific programs with respect to Money Laundering, Asset Forfeiture and Intelligence gathering.		Target Officers to receive intensive training both locally and abroad in a view to get new and better expertise in the fields of Money Laundering, Asset Forfeiture and Intelligence Gathering. OC Anti-Drugs Unit to establish training system utilizing all personnel who receive training both local and overseas.		
Time Scale - 5 Years					

ORGANIZED AND TRANSNATIONAL CRIME

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Restructuring of the Anti Drugs Unit in order for it to have its own Intelligence Unit.		Target To establish by the end of year 2 a fully functional Intelligence Team within the unit.		
	Time Scale - 2 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Continue to aggressively deal with all firearm offences.		Target Lobby for stricter legislation concerning penalties for gun related offences. Continue aggressive interdiction of illegal firearms by targeting known firearms traffickers and through increased operations.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Establish a properly equipped gun registry that will lodge ballistic fingerprint of all legal and illegal firearms.		Target Lobby for adequate legislation for proper implementation of the firearms registry. Acquire technical equipment and personnel for the effective operation of the firearms registry.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Continue the use of joint multi-agency training and co-operation with other agencies involved.		Target Increase liaison with other agencies to share information and launch multi-agency operations.		
	Time Scale - 5 Years				

ORGANIZED AND TRANSNATIONAL CRIME

Human Trafficking and Terrorism

Around the world, diverse organizations have joined governments in the campaign to deal with human trafficking and terrorism, working together to thwart criminal organizations that seek profit from enslavement and violence. The Belize Police Department is cognizant of the need to address these two very important areas, especially with human trafficking, and will strive to improve detection and prosecution. The threat of terrorist attacks remains low in Belize, nevertheless the police department must prepare and begin to seriously look at the possibility of connections between transnational criminals and terrorist organizations, all in a continuous effort to keeping Belize safe.



2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Establish a national SWAT/Anti-Terrorism Unit		Target Establish a properly equipped and trained unit by end of year four.	
	Time Scale - 5 Years			
RESPONSIBILITY ACP (OPS)	Action Plan Strive for proper legislation for empowerment of officers to best counter terrorism and other transnational and organized crime.		Target Lobby for wire tapping legislation to assist in the interdiction of major traffickers, organized crime and for greater intelligence gathering capabilities. To be done by year four. Lobby for strong legislation to counter terrorism to be done by year five.	
	Time Scale - 5 Years			

ORGANIZED AND TRANSNATIONAL CRIME

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Establishment of a Human Trafficking Investigation Unit and Victim Support Program		Target Office to be equipped and operational by end of year four. Acquire financial commitment from the concerned agencies.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Continue training for police officers in Human Trafficking		Target To sensitize and continue to train police officers countrywide, especially in border locations with the legislation and investigation skills to counter Human trafficking		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Continue the use of joint multi-agency training and co-operation with other agencies involved.		Target Increase liaison with other agencies for joint operations, information dissemination and continued regular meetings Improve contacts with foreign and regional neighbors to ensure collaboration and sharing of intelligence concerning transnational crime and criminals.		
	Time Scale - 5 Years				

IMPROVING INVESTIGATIONS

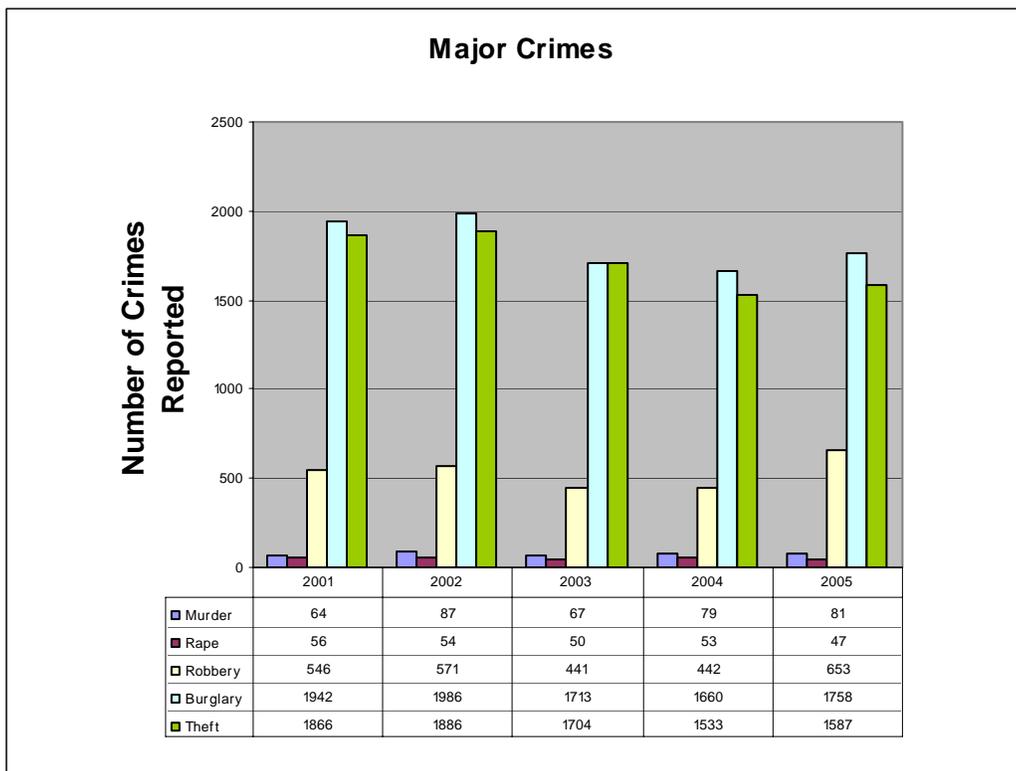
Objective 4: To improve investigating procedures in all areas of investigation so as to increase the rate of detection and conviction of offenders.



With the current crime situation, most notably Murder, Sexual Offences, Robbery, Burglary and Theft it is imperative that the Belize Police Department ensure that more professional investigations be conducted by its investigators. Better and more professional investigations will lead to shorter investigations, better quality of evidence, more convictions, fewer not guilty pleas by defendants, fewer cracked trials and better targeting of offenders. With higher conviction rates, the country will no doubt experience a reduction of crime thus the fear of crime and an improved sense of safety. Its importance is thus of the utmost, and as such this policing plan will continue in ensuring that the foundation and framework be set for the improvement of police investigations countrywide. By

increasing in training for investigators and improving in the gathering of evidence by Scenes of Crime and Forensic personnel, and making use of our intelligence led policing systems the department will be poised to ensure justice is served.

With the advent and introduction of the Crime Information Management System (CIMS) and commitment on the part of government, the department and police personnel countrywide, it will be just a matter of time for improvements to be made on this very important objective of the policing plan 2006-2010.



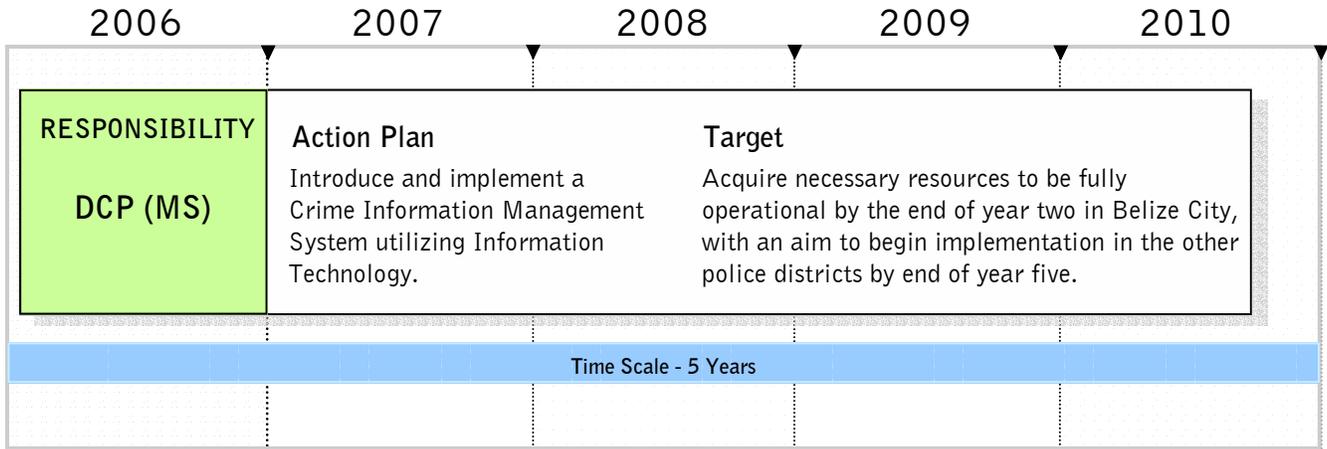
IMPROVING INVESTIGATIONS

	2006	2007	2008	2009	2010
RESPONSIBILITY HNCIB	Action Plan Continue to train personnel in investigation techniques, evidence gathering, interview skills and case file preparation.		Target Year 1 - To train all investigators in basic skills. Years 2-5 - Implement training program for advanced courses in identified areas and topics. By end of Year 3, devise an S.O.P. manual on crime investigation. Identify, train personnel and acquire necessary resources to be fully operational		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Establishment of a Police Information Bureau and protocols as may be required.		Target By the end of year two have a fully established Police Information Bureau along with protocols. This Bureau will provide details of the officers dealing with a case, along with other necessary details, and keep victims informed of the progress of the case etc.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Concentrate on intelligence based policing and greater use of problem solving methods.		Target Year 1 – Restructure/reorganize existing crime intelligence unit and establish national unit (under new coordinated intelligence system). Year 1 - Set up local units, with appropriate terms of reference, under local intelligence officer.		
	Time Scale - 5 Years				

IMPROVING INVESTIGATIONS

2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Adopt the new procedures protocol for the Investigation of Abuse of Children and Sexual Assault on Women	Target Ensure that by end of year two the newly released manual is incorporated in our training and it is abided by all domestic violence investigators countrywide.		
	Time Scale - 2 Years			
RESPONSIBILITY ACP (OPS)	Action Plan Chair a Multi-Agency Committee to review the Domestic Violence Act.	Target Establish a 24 hours HELP line to report domestic violence. Strengthen and protect the rights of victims and witnesses. To ensure that victims continue to receive physical, moral support and protection.		
	Time Scale - 2 Years			
RESPONSIBILITY ACP (OPS)	Action Plan Upgrade the Missing Persons/ Juvenile Offenders Investigation at Belize City.	Target To increase the strength of the unit by 100%. To ensure that all personnel receive the requisite training for such investigations.		
	Time Scale - 2 Years			
RESPONSIBILITY ACP (OPS)	Action Plan Ensure greater use of Crime Scene Technicians and other scientific methods to gather evidence.	Target Ensure the Scenes of Crime and Forensics personnel are used routinely for assistance in all criminal investigations.		
	Time Scale - 5 Years			

IMPROVING INVESTIGATIONS



◀ SOC Technician processing crime scene



New server for CIMS Project ▶

WELFARE / PROFESSIONALISM

Objective 5: To improve the morale and welfare of all members of the department in order to deliver a more efficient and professional level of service to the community.



◀ Police Award Ceremony



▲ Police Banquet



▲ Women Police Officers Reunion

The Belize Police Department wants a Police Service which is efficient, effective and delivers value for money; which rewards the skill and experience of its personnel. We want to improve in our recruitment by recruiting the brightest and the best. Most importantly we want to minimize the rate of attrition of police officers and improve in the overall professionalism of our department and personnel. We have thus embarked on this initiative that will attract and develop the department by getting the right people, in the right jobs, with the right skills to deliver effective policing service.

The department's objective of improving the service to the general public must go hand in hand with assisting and caring for its own. Only so, will police officers appreciate and commit themselves to the never ending task of policing with pride, integrity, honor and respect. With improved welfare will come improved performance and the demand for the best in all officers. This will go a long way in the development of the department and in the professional service the public so much demands.

WELFARE / PROFESSIONALISM

2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan Continue to maintain the system which ensures that management recognize and acknowledge good work and spread good practice.		Target Continue recognizing officers for their commitment and dedication to the department.	
	Time Scale - 5 Years			
RESPONSIBILITY DCP (MS)	Action Plan Continue to provide a minimum of 5 scholarships to serving members as well as members of the Police Cadet Corp.		Target Continue to secure finance for yearly scholarships in order that career officers attend the University of Belize.	
	Time Scale - 5 Years			
RESPONSIBILITY DCP (MS)	Action Plan Acquire provisions for physical fitness equipment.		Target Ensure that by end of year 5 all formations are properly equipped with all necessary equipment.	
	Time Scale - 5 Years			
RESPONSIBILITY DCP (MS)	Action Plan Reinforce the philosophy of the department's Equal Opportunity Policy.		Target Continue to ensure the Equal Opportunity Policy and have Formation Commanders reinforce the philosophy amongst all personnel.	
	Time Scale - 5 Years			

WELFARE / PROFESSIONALISM

	2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan Establish Officer forums to communicate directly with and to receive feedback from the workforce.		Target Conduct Bi-Annual All Officers Conference. Quarterly visits to Formations by the Commissioner of Police.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Implement a calendar of sporting activities for the department.		Target By end of year 1 establish a monthly calendar of sporting activities for the entire department.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Re-activation of the Police Association.		Target By the end of year 2 have a fully activated and motivated Police Association		
	Time Scale - 2 Years				
RESPONSIBILITY DCP (MS)	Action Plan Establishment of an Association of Retired Police Officers, Wives and Spouses.		Target By the end of year 2 have a fully functional Association of Retired Police Officers, Wives and Spouses.		
	Time Scale - 2 Years				
RESPONSIBILITY DCP (MS)	Action Plan Amendment of the Police Trust Fund Act.		Target By the end of year 1 have the Police Trust Fund Act fully amended.		
	Time Scale - 1 Year				

WELFARE / PROFESSIONALISM

	2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan Active promotion for the Police Defense Fund.		Target By the end of year 1 have the first yearly comprehensive report on the status of funds from the Police Defense Fund.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Review the current recruit training syllabus as well as the recruitment procedures in order to attract better qualified persons.		Target By end of year 1 Director Training to head a team of Training Academy Staff and other personnel as appropriate to revise the current recruit training syllabus as well as the recruitment process.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Actively pursue incentive for all Senior Officers from the rank of ASP and above, and for all serving police officers who have attained 15 or more years of service.		Target Lobby with government for duty free importation of a personal vehicle for qualifying officers. Proposal to be submitted by year one.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Implement a reward scheme for all officers who do not utilize any of their annual sick leave entitlement, to improve attendance and productivity.		Target Proposal to be sent to government proposing that officers receive compensation in the form of ten days, credited to their annual vacation entitlement.		
	Time Scale - 5 Years				

WELFARE / PROFESSIONALISM

	2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan		Target		
	Revision of Police Conditions of Service in respect of salaries and personnel with higher education.		In-depth revision of police policy and condition of service of police officers who enter or obtain higher education qualifications above that of an associates degree leading up to Doctorate.		
Time Scale - 5 Years					
RESPONSIBILITY DCP (MS)	Action Plan		Target		
	The establishment of a Commissary for serving and retired members of the Department		To acquire funds and government backing for the establishment of the commissary, that will provide basic goods, at discounted prices, for members of the department.		
Time Scale - 5 Years					
RESPONSIBILITY DCP (MS)	Action Plan		Target		
	Actively propose and formulate policy that will enable police officers to receive overtime pay in lieu of excess hours worked.		Policy and proposal to be drafted by year two and sent to government for consideration and implementation, in line with other agencies such as customs, and immigration.		
Time Scale - 4 Years					



◀ Police Football Chaps at 2006 Police Sports Day

COMMUNITY POLICING

Objective 6: To improve the overall quality of police service to the community with a view to securing more positive support and cooperation from the public in the fight against crime



▲ ZBLO informing community



▲ ZBLO Visiting the Schools

We firmly believe that visible patrols and community interaction is essential in helping to create secure and confident communities. Community Policing is thus one of our primary goals. It is the driving force behind everything that we do. It should never be forgotten that Belize is a safe place to live. However, we are determined to ensure that the Department plays a major role in contributing to make it even safer. To ensure that the enviably high quality of life continues, we have thus added this key objective to our policing plan 2006-2010.

Community participation is often the key to effective policing. We know that not all problems can be solved by the Police alone. By working in partnership with the community on issues such as juvenile offending and the misuse of alcohol and drugs we can actually tackle the root causes, and make a real and sustainable difference to people's quality of life. The people who live and work in an area are best placed to identify the problems facing them and finding possible solution to those problems.

We recognise that continued success must include forging meaningful partnerships with the public, and as such our Action Plans reflect that commitment, by incorporating more community related programs that will be geared towards our youths at risk and for the development of better communities.



▲ ZBLO Visiting the Community

COMMUNITY POLICING

	2006	2007	2008	2009	2010
RESPONSIBILITY DCP (MS)	Action Plan Consult and Promote public awareness with all sections of the community in order to establish policing priorities.		Target By end of year 1 meet the community for consultations in order to establish policing priorities. Consultations to be continued on a monthly basis. PROP and Formation Commanders to promote public awareness in their respective formations in reference to their local policing priorities.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Improve in the department's professional delivery in recording and effectively dealing with all complaints received from the public.		Target Formation Commanders to ensure that all complaints are efficiently and properly documented and dealt with. Formation Commanders to ensure that apologies or explanations be offered to affected persons in the community where appropriate.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Continue to support the independent Police Complaints Board.		Target Continue to support the independent Police Complaints Board for more transparency and control.		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Review the existing phone system for improvement.		Target By end of year 2 have a very secure and cost efficient telecommunications system.		
	Time Scale - 4 Years				

COMMUNITY POLICING

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Expand the GuardNet Program to include other concerned groups.		Target Continue expanding the GuardNet Program for a better service to the community in general		
	Time Scale - 5 Years				
RESPONSIBILITY DCP (MS)	Action Plan Adopt the new Media Policy for the Police Department.		Target Adopt the new Media Policy by end of year 1		
	Time Scale - 1 Year				
RESPONSIBILITY DCP (MS)	Action Plan Greater use of the media to promote crime prevention education aimed at the public.		Target PROP to continue using the media with an aim to educate the public in crime prevention.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Strengthen the existing multi-agency approach by rationalizing respective roles with core activities.		Target Continue working closely with other relevant agencies taking the lead or acting as support whenever the case demands it.		
	Time Scale - 5 Years				

COMMUNITY POLICING

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Review, streamline and extend the concept of Neighborhood Watch Groups/ Committees countrywide.		Target Establish at a minimum 1 new program in each Police Formation by end of year 1		
Time Scale - 5 Years					
RESPONSIBILITY ACP (OPS)	Action Plan Expand Police Citizens Committees to every District.		Target By end of year 2 all Formations are to establish at least 1 Police Citizens Committee		
Time Scale - 5 Years					
RESPONSIBILITY ACP (OPS)	Action Plan Enhance the exchanging of information with other agencies to address the causes of crime.		Target Continue and improve the exchange of information with other relevant agencies in an effort to make our fight against crime more effective		
Time Scale - 5 Years					



◀ Opening of the new Placencia police station

COMMUNITY POLICING

Community Related Programs

	2006	2007	2008	2009	2010
RESPONSIBILITY ACP (OPS)	Action Plan Implement a Police Explorer Program.		Target To attract high school/college students to be involved in crime prevention projects and participates in social and community events.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Implement a Police Athletic League.		Target To provide moral examples to youths, teach discipline, safe playgrounds and develop responsibility for maintenance of a safe environment.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Continue with the "Do The Right Thing" Program.		Target To continue to recognize and reward outstanding youths for acting responsibly and doing the right thing.		
	Time Scale - 5 Years				
RESPONSIBILITY ACP (OPS)	Action Plan Expand the Citizens on Patrol Program, nationally.		Target By end of year 2 have a fully established program in each district.		
	Time Scale - 5 Years				

COMMUNITY POLICING



◀ COPS Certificate Ceremony



Do The Right Thing Ceremony ▶

WE WANT TO HEAR FROM YOU ABOUT THIS POLICING PLAN

(Please indicate your views by ticking the appropriate box)

Yes No

- ◆ *I know more about Policing since reading this Plan.*
- ◆ *I think the Plan is easy to read.*
- ◆ *I would like to be more involved with the decisions about my community.*
- ◆ *Overall, I am satisfied with the way our area is policed.*
- ◆ *From reading the Plan, I think Policing in Belize is going along the right lines.*

Yes	No

Please send me a copy of the Police Annual Achievement Report when published.

Name: _____ Telephone Number: _____

Address: _____

Thank you for completing and sending in this questionnaire.

Please send it to:

Planning, Performance Review and Inspection Branch
Police Headquarters
P.O. Box 245
Belmopan

Code of Ethics

As a Police Officer, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence of disorder, and to respect the constitution rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint, and be constantly mindful of the welfare of others.

Honest in the thought and deed, in both my personal and official life, I will be exemplary in obeying the laws of my land, and regulations of my department.

Whatever I see or hear of a confidential nature or that is confided in me in my official capacity will be kept ever secret, unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices animosities or friendship to influence my decisions.

With no compromise for crime, and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favour, malice or ill-will, never employing unnecessary force or violence and never accepting gratuities.

I will recognize the badge of my office as a symbol of public faith, and accept it as a public trust to be held so long as I am true to the ethics of Police Service.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...

BELIZE POLICE DEPARTMENT



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PITU and PPRI*