



TRINIDAD AND TOBAGO POLICE SERVICE

STRATEGIC PLAN 2017-2019
with rolling feature to 2021

"Achieving Success Together"

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And of course, thanks to God who gives all wisdom and through whom all things are possible.

COMMISSIONER'S FOREWORD



Policing in Trinidad and Tobago, like in most countries of the world, is becoming more dynamic and challenging with a continuously widening role in society. This requires Police agencies to be more innovative and proactive in order to keep up with the pace at which criminals move in cyberspace with information communication technology solutions and networks.

Therefore, it is imperative that special attention be placed on excellent strategic planning. It is to be noted that the foundation for a successful policing plan is the synergistic collaboration of the government, law enforcement agencies and the citizenry. These three groups must work together to ensure that every place in Trinidad and

Tobago is made safer. The Trinidad and Tobago Police Service (TTPS) by itself cannot achieve it.

It is on this premise that the TTPS has developed this strategic plan for the next three years. A special rolling feature is added to this plan which has never been used before by any public organization in Trinidad and Tobago. The plan will benefit from an intensive review at the end of the first year and will be extended by one year. The plan will be further reviewed at the end of the second year and extended by a further year.

Therefore, the plan will ultimately cover the period 2017 – 2021 but will be a rolling three year plan for the years 2017, 2018 and 2019. This approach will allow the TTPS to effectively remain contemporary with critical developments and to pursue successfully its vision to make every place in Trinidad and Tobago safer.

It is with great optimism that I look forward to the successful implementation of this strategic plan.

A handwritten signature in black ink, appearing to read 'Stephen Williams'.

Stephen Williams.
Commissioner of Police (Ag.)

INTRODUCTION

The Trinidad and Tobago Police Service last embarked on the development of a strategic plan in 2013. The resulting plan entitled “Building an Exceptional Organization: One Team, One Vision” covered the period 2014 to 2016. That plan was operationalized through the development and roll-out of three (3) annual Operational Plans spanning the three year period. The impending expiration of that plan necessitates the development of a new strategic plan for the ensuing three year period, 2017 to 2019 with a rolling feature to extend it to 2021.

The Plan

A Strategic Plan is a pro-active tool that provides the guidance to an organization on how to attain its Vision and fulfil its Mission with maximum efficiency and impact. This Plan focuses on how the Trinidad and Tobago Police Service can deliver on the expectations of its various publics in a manner that is structured, consistent, efficient and cost effective.

The plan acknowledges the opportunities provided for “quick wins”, those short term initiatives which can be immediately capitalized upon to impact the organization positively without undue effort while simultaneously considering the requirements over the longer term. If long-term goals are not set, there can be no reliable or sustained system for improvement in the delivery of services. The development of this Plan therefore has been an exercise in considering the expectations of the public, the resources we will have at our disposal, the levels of service we wish to supply and how best to achieve those service goals and outcomes over the three (3) year planning period.

For the period 2017 – 2019, four (4) broad strategic goals have been crafted to move the TTPS closer to the achievement of its Vision. Under each goal are the outcomes that are being targeted that will support the attainment of the goal. The strategies are those specific action items which will be needed to be implemented in order to achieve the outcome.

This Plan is dynamic in nature and is meant to allow for a measure of flexibility, recognizing that the operating environment, budgets and other priorities can change with time. It will be inevitable therefore that the plan be periodically reviewed and updated, adding, removing and modifying proposals where necessary, or even fully changing our strategic direction in any particular area to meet new emerging priorities as the prevailing conditions may dictate.

In the circumstances, this Plan will have a rolling renewal for the first two years. This means that at the end of 2017, the Plan will be fully reviewed and details for 2020 added, while at the end of 2018 a full review of the Plan will be conducted and the details for year 2021 added. The Plan will be implemented towards completion in year 2021 with annual reviews and appropriate modifications as necessary for years 2019, 2020 and 2021.

PURPOSE

This Strategic Plan is intended to:

- i. Serve as an agreement between the Trinidad and Tobago Police Service and its various stakeholders, outlining the policing services being offered and the standards of performance to be expected.
- ii. Provide a reliable roadmap for operational planning and performance management within the Trinidad and Tobago Police Service.
- iii. Establish the basis for effective stakeholder and inter-agency collaboration with the Trinidad and Tobago Police Service with respect to the fulfilment of its mandate.

METHODOLOGY

In the development of this strategic plan the TTPS relied on the tried and tested methodology that was successfully utilized in the formulation of the last plan. First, the Executive of the Trinidad and Tobago Police Service set about a critical review of performance over the last strategic planning period followed by an assessment of the current operating environment. The Executive then set about determining what Vision and Mission Statements would be the best exposition of the will and aspiration of the Executive for the Trinidad and Tobago Police Service.

Once the Motto, Vision and Mission statements were agreed, next was the consideration of the core values which were determined by Executive consensus at a meeting held specifically for that purpose.

The crucial matter of determining the strategic goals was also undertaken by the members of the executive following very lengthy deliberations involving a situational analysis of the prevailing national climate with respect to law and order and the public's expectation of the Trinidad and Tobago Police Service. Once the strategic goals were developed and agreed, the next major challenge was the identification of effective strategies for the achievement of these goals. For this important input it was agreed that a broad based approach of internal and external stakeholder consultation will be undertaken.

The stakeholder sessions were organized to elicit the views of TTPS officers and persons who are external to the Trinidad and Tobago Police Service but who would have a vested interest in the services provided by the Trinidad and Tobago Police Service. These sessions targeted the participation of representatives from various stakeholder groups including Business Organizations, Media, Non-Governmental Organizations (NGO's), Community Based Organizations (CBO's), Faith Based Organizations (FBO's), Government Ministries

and Departments, other Constitutional Bodies, and in the case of Tobago, the Tobago House of Assembly.

The Stakeholder groups listed in Appendix 1 were invited to make presentations in face to face meetings with the Executive of the TTPS. While it is not possible for all the recommendations to be incorporated in this final plan, it is to be acknowledged that the quantity and quality of the recommendations that emerged from these sessions exceeded our expectations and were of tremendous value in informing the strategies that were selected that will best support the realization of our goals.

While the Tobago Division contributed to the development of strategies for the Trinidad and Tobago Police Service in both Trinidad and Tobago, given the different demographics and the somewhat distinctive factors affecting policing in Tobago, attempts have been made where possible to differentiate and highlight those strategies considered unique to policing in Tobago.

TRINIDAD AND TOBAGO DEMOGRAPHICS

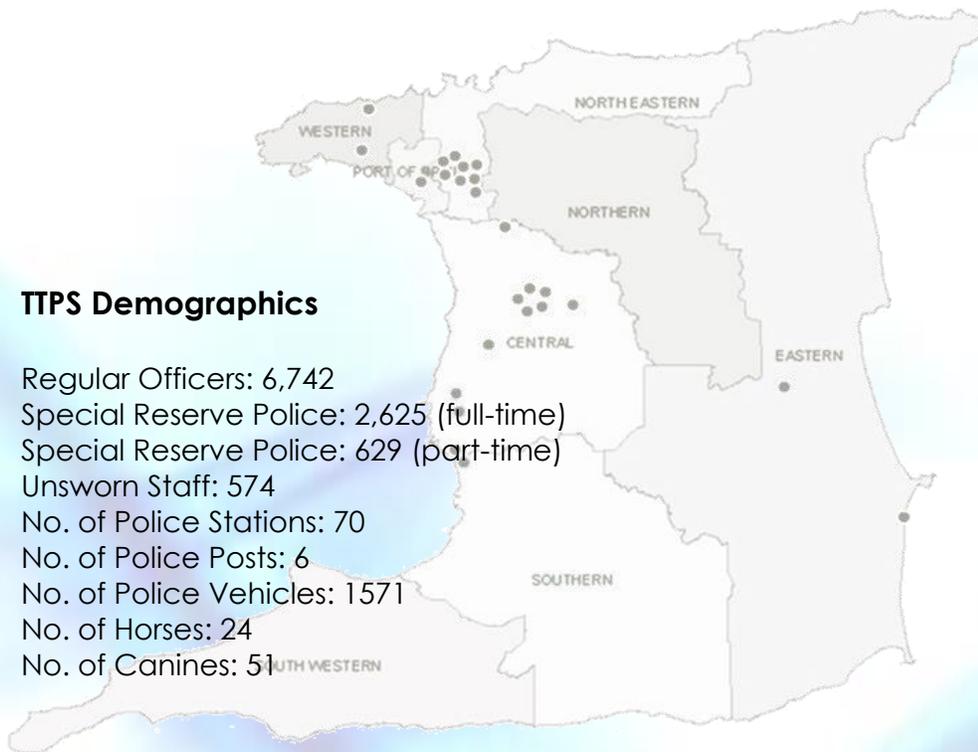
National Demographics

Area: 5,130 sq. km.
Population: 1,349,667
Gross Domestic Product: TT\$ 145,911,000,000
Gross Domestic Product Per Capita: US\$ 16,310.60
Adult Literacy Rate (2008 – 2012): 98.8%
Unemployment Rate (2016): 3.8%



TTPS Demographics

Regular Officers: 6,742
Special Reserve Police: 2,625 (full-time)
Special Reserve Police: 629 (part-time)
Unsworn Staff: 574
No. of Police Stations: 70
No. of Police Posts: 6
No. of Police Vehicles: 1,571
No. of Horses: 24
No. of Canines: 51



EXECUTIVE SUMMARY

The Trinidad and Tobago Police Service Strategic Plan 2017 – 2019 is themed “Achieving Success Together” and has a rolling feature to 2021. This means that this 3-year plan will be reviewed the end of 2017 and 2018 respectively and then extended to cover one additional year ie. 2018 – 2020, then 2019 – 2021. This Strategic Plan is the instrument through which the organization proposes to execute its mandate. The Plan expresses the aspiration of the TTPS in the short to medium term of delivering on its vision to make every place in Trinidad and Tobago safe.

It outlines our Vision, Mission and Core Values and the strategies or initiatives the Service will undertake to pursue the outcomes that will allow it to achieve its strategic goals.

Great care was taken to ensure that the plan is aligned to government's proposals contained in its draft strategic plan captioned Vision 2030, which is currently being finalized and projected for publication early in 2017.

In summary, this plan can be predicated on five guiding principles and targets the attainment of four strategic goals.

The Guiding Principles:

- i. The public of Trinidad and Tobago deserves an effective, efficient and professional service from its police organization.
- ii. The Trinidad and Tobago Police Service must upgrade its resources, skills and competencies to provide the level of professional service desired by the public.
- iii. The public has a significant role to play in supporting the Police Service in achieving its goals.
- iv. The Police Service has a fundamental duty to establish the enabling systems, processes, procedures and controls to effectively manage its operations.
- v. The strategies of the Police Service must be well aligned to Government's National Development Plan for Trinidad and Tobago.

The Strategic Goals:

- i. Reduce and Detect Crime
- ii. Improve Safety on our Roadways and in Other Public Places
- iii. Strengthen Community Engagements, Citizen – Centred Service and Stakeholder Partnerships
- iv. Strengthen the Organization

1.0 CHAPTER ONE

1.1 THE ORGANIZATION

The History

The TTPS is an organization with a proud history dating back to 1592 when the Spaniards founded the first European settlement, Trinidad's capital town San Jose de Oruna (St Joseph) and Senor Josefe Nunez Brito was appointed to the office of Aguacil Mayor or Chief of Police. The Office of the Cabildo or Town Council paid and controlled the Police Force, the strength of which never exceeded six men and their duties were restricted to within the capital town.

In 1783, when the Cabildo moved from St. Joseph to Port of Spain, a single policeman was left in the ancient capital while the remaining five transferred their services to the new seat of government. Until 1797, in Port of Spain there existed a force of six men under the control of the Aguacil Mayor, while in the country districts the commissioners, each supported by a number of free citizens, patrolled his district and took cognizance of robberies, quarrels and disorders.

By the end of 1842 there were twelve police stations and approximately 100 officers comprising inspectors, sergeants and constables. In the mid-19th century, members from the Metropolitan Police were brought to Trinidad on secondment. During this period the Police Headquarters was established at the corner of Abercromby and Hart Streets.

The only weapon the policeman carried was his truncheon and the general pattern of law enforcement was, once arrested the police took the accused to the station or if he was recalcitrant, held him and sent to call the sergeant. All Police stations were Courthouses as Magistrates travelled from one Police Station to another.

In 1876 the Police Headquarters at the corner of St. Vincent and Sackville Streets was completed to house approximately 452 men. Over the years the strength increased and other units were established, such as the Traffic Branch in 1930 and Special Branch in 1949.

By 1955 the need for policewomen to deal with juveniles and female offenders was well established. Under Ordinance No.6 of 1955, twelve female officers were drafted into the Force.

In 1966 the Police Service Regulation 1965 was enacted. This divided the Service into two divisions, the first and second divisions. It also introduced a change from Police Force to Police Service.

By 1973, the Police Service had grown in strength to 3,399 and Mr. Francis Eustace Bernard was appointed the first local Commissioner of Police. The service has since received approval for a strength of 7884 officers with several new specialist Units being introduced. Constitutional and Legislative Background.

The Trinidad and Tobago Police Service is established under provisions of an Act of Parliament known as the Police Service Act, Chapter 15:01 of the Laws of Trinidad and Tobago. The Service is headed by the Commissioner of Police who is appointed by the Police Service Commission after approval by the House of Representatives under the provisions of Section 123 (5) of the Constitution of Trinidad and Tobago.

The Police Service Act provides for the functions, organization and discipline of the Trinidad and Tobago Police Service and for matters incidental thereto.

Command and Administration of the Service

The Commissioner of Police is empowered under the provisions of Section 193 of the Police Service Regulations (2007) to issue administrative orders called Service Standing Orders for the general control, direction and information of the Service.

The Trinidad and Tobago Police Service (TTPS) is very hierarchical and complex in nature, with ten (10) levels of ranks and thirty-seven (37) Sections/Divisions/Branches/Units. The sanctioned strength is seven thousand eight hundred and eighty four (7,884). The actual strength of Regular officers as at December 2016 is six thousand seven hundred and forty two (6,742) which reflects a shortfall of one thousand one hundred and forty two (1,142) officers. Additionally, there is a civilian component of staff comprising of five hundred and seventy four (574) employees.

The organization is managed by the Commissioner of Police and his Executive which is comprised of three (3) Deputy Commissioners of Police, eleven (11) Assistant Commissioners of Police and eight (8) Civilian Heads of Department.

Organization charts are included as Appendix 2.

1.2 THE NATIONAL PLEDGE

I solemnly pledge to dedicate my life to the service of God
And to my country.
I will honour my parents, my teachers, my leaders and my elders,
And those in authority
I will be clean and honest in all my thoughts,
My words and my deeds.
I will strive, in everything I do to work together with my fellowmen
Of every creed and race for the greater happiness of all
And the honour and glory of my country.

2.0 CHAPTER TWO

2.1 VISION

To make every place in Trinidad and Tobago safe.

2.2 MISSION

In partnership with the citizens of Trinidad and Tobago, we provide for safe and secure communities and other places through professional policing, focused leadership and consistent, high quality service

2.3 MOTTO

To protect and serve with P.R.I.D.E.

2.4 MANDATE

The Trinidad and Tobago Police Service has a responsibility to:

- i. maintain law and order;
- ii. preserve peace;
- iii. protect life and property;
- iv. prevent and detect crime;
- v. apprehend offenders and
- vi. enforce all laws and regulations with which it is charged.

2.5 OATH

I do swear that I will well and truly serve Trinidad & Tobago in the office of Police Officer without favor or affection, malice or ill will, and that I will cause the peace to be kept and preserved in Trinidad & Tobago, and that I will prevent, to the utmost of my power, all offences against the same; and that while I shall continue to hold the said office I will, to the best of my skill and knowledge, discharge all the duties thereof faithfully according to law and will not, without due authority in that behalf, in any manner whatsoever publish or communicate any facts or information being facts or expressions of opinion based on such facts that come to my knowledge by reason of my being the holder of such office. So help me God.

2.6 SHARED VALUES

In fulfilling its motto to "Protect and Serve with P.R.I.D.E." the Trinidad and Tobago Police Service is committed to sustaining the following values:

Professionalism

We will be efficient, diligent, thorough and informed in performing our duties and will adopt a deliberate approach to be humble, kind, understanding, empathetic and considerate when interacting with our customers.

Respect

We will exhibit courtesy, tolerance and sensitivity to everyone.

Integrity

We will be honest, applying the highest ethical standards in the performance of all aspects of our duties, doing always what we are obligated to do in an objective and equitable manner, not compromising ourselves or allowing personal benefit to influence our decisions. We will do what is right because it is the right thing to do.

Dignity

We will protect human dignity and maintain and uphold the rights of all persons.

Excellence

We will strive to achieve excellence in every service that we provide through our commitment, communication, learning, mentoring, teamwork, and in the implementation of effective strategies.

2.7 THE STAR

The Magen David (Hebrew name for the Shield/Star of David) is a hexagram or six pointed star formed by two superimposed equilateral triangles. The Magen David was first used some 30,000 years B.C. by the TWI/SAN people from Central, South and East Africa. This symbol was later adopted by the Jews and renamed the Magen David or Shield/Star of David. Two Hebrew letters with numerical value of ten and eight respectively are in the middle of the star, added together (eighteen) they become the CHAI believed by the Jews to signify life and considered mystical.

The Magen David was adopted as the official insignia of the Trinidad Constabulary between the period 1931-1938 after it was introduced by Colonel Arthur Stephen Mavrogordato. Colonel Mavrogordato was transferred from Palestine by the British Government to be commanding officer of the Trinidad Constabulary. Interestingly, he reversed the colours of the Israeli flag, instead of a blue six-point star on a white background he placed a white six point star on a blue background.

The Trinidad and Tobago Police Service is very unique in that unlike other Police Forces around the world, it does not use the coat of arms of its colonial days or independence as its official insignia.

2.8 THE CREST

The Crest of the Trinidad and Tobago Police Service pre-independence was the Magen David surrounded by a wreath with a bejewelled crown at the top of the wreath. A ribbon was fastened at the bottom of the wreath. In the centre of the Magen David there was a Lion adorned with a crown positioned on another crown, each having nine jewels on either side.

Upon becoming a Republic in 1976, Trinidad and Tobago replaced the symbols of the lion and crown, which were British, with a hummingbird in flight. The bird was positioned within the Magen David while the crown at the top of the crest was replaced by the shield of the national Coat-of-Arms.

Around the shield there are eighteen leaves, while the hummingbird has nine feathers pronounced on the tail and left wing with eighteen feathers profiled on the right wing.

The shield on the Coat of Arms replaced the bejewelled crown at the top of the crest and is divided into three sections. Each section represents the national colours of red, white and black. Positioned on the uppermost section (black) are two hummingbirds of the Green Hermit species. The end portion of the shield is red and separating the black and red sections of the shield is a white band forming an inverted 'v'.

The lower section of the shield depicts the three ships which were under the command of Christopher Columbus when he landed in Trinidad; they are the Nina, Pinta and Santa Maria.

3.0 CHAPTER THREE

3.1 SITUATIONAL ANALYSIS

During the last strategic planning period 2014-2016 the Trinidad and Tobago Police Service successfully advanced its agenda on several key issues. These successes are largely attributable to the commitment of members of the Police Service, the cooperation of the citizenry, partnerships with stakeholders and strategic leadership within the organization. As a result, Trinidad and Tobago experienced a decline in serious crime by 15% in 2015 and recorded the lowest annual level of serious crimes (11,135) in 33 years. Violent crime also decreased by 7% in 2015. In 2016, the organization achieved a 13% reduction in Wounding and Shootings from six hundred (600) in 2015 to five hundred and twenty two (522) in 2016. The combination of Murders, Wounding and Shootings (firearm related violence) also reduced by 3% from one thousand and twenty (1020) in 2015 to nine hundred and eighty eight (988) in 2016. Additionally, in 2016, a total of seven hundred and sixty-five (765) illegal firearms were found and seized; the highest number recorded in the organization's history.

These achievements were however overshadowed by low detection rates and the failure to reduce the number of Murders. Murders increased by 3% from Four Hundred and Five (405) in 2014 to Four Hundred and Twenty (420) in 2015. At the end of 2016, the Murder toll stood at Four Hundred and Sixty Two (462). Murders continue to be the main challenge for the Service and this has heavily influenced the public perception of crime and the fear of crime.

The firearm continues to be the weapon of choice of the criminals. To reduce firearm related violence the organization has implemented several strategies aimed at finding and seizing illegal firearms including hotspot policing, intensified surveillance of points of entry and coastal areas, increasing the frequency of stop and search exercises and strengthening the intelligence gathering capability.

The Trinidad and Tobago Police Service continues to partner with citizens and communities to build public confidence and trust in the Police Service. This relationship is critical for crime prevention and detection as well as for identifying and developing solutions to community based problems. Through community meetings, station councils, people-centred patrols, school intervention programmes and community based projects, the image and legitimacy of the Service are being positively influenced.

Continuing engagement of youths through the Police Youth Clubs has yielded positive results with a strong correlation being established between the functioning of Police

Youth Clubs and the reduction of crime in troubled communities. The strengthening of the youth club programme will continue to be pursued as a proactive strategy to crime reduction and prevention.

While the Service aspires to be transparent and accountable and deliver the highest standard of service to citizens there has been an increase in the number of allegations and complaints made against police officers by members of the public. In 2016, at the end of December, the number of allegations made against police officers stood at one thousand three hundred and eleven (1,311) compared with one thousand two hundred and sixty seven (1,267) for the same period last year. This, notwithstanding training for officers in customer service, caravans to promote discipline among police officers and a swift response from the Professional Standards Bureau to prosecute errant officers. It is apparent therefore that the Service must continue to exert its best effort in introducing initiatives to improve police conduct.

There have been noteworthy improvements in the area of roadway safety with significant reductions in both road traffic accidents (RTA's) and fatal accidents. Over the period 2013 to 2016, RTA's decreased by 22% from thirty two thousand nine hundred and thirty five (32,935) to twenty five thousand five hundred and sixty three (25,563); and Fatal RTA's decreased by 13% from one hundred and thirty one (131) to one hundred and fourteen (114). These accomplishments are the result of several initiatives including increased police presence through "people-centred" foot and mobile patrols in strategic locations, increase in regular breath testing exercises, voluntary breath testing exercises, iRoadsafe campaign and more recently the introduction of speed detection devices to detect speeding offences on the roadways.

Much progress has been made in relation to strengthening and building the capacity of the organization. Significant investments have been made in training officers in several areas including Evidence Based Policing, Bullet-Proof Management, Criminology, Anti-terrorism, investigation of Financial Crimes and Customer Service. These training programmes are geared to improve the managerial capability, operational efficiency and effectiveness of the Service. In 2016, the Trinidad and Tobago Police Service promoted the largest number of Second Division Officers in the organization's history. In April, 2016, Four Hundred and Sixty-Five (465) Corporals were promoted to the rank of Sergeant while in May, 2016 Six Hundred and Eleven (611) Constables were promoted to the rank of Corporal. The total number of Second Division officers promoted over the past three years amounted to One Thousand One Hundred and Sixty-Four (1,164) officers. It is also to be noted that One Hundred and Twenty-Seven (127) First Division officers were promoted over the same period.

The organization however continues to be challenged with its internal business processes, procedures and controls which impact negatively on service delivery to both internal and external stakeholders. The leadership must therefore continue to engage the staff in change management and process re-engineering as part of the process of transformation towards meeting the standards of a modern, efficient organization.

Political Environment

Trinidad and Tobago elected a new government in the General Election held in September 2015. The new Government has identified crime reduction as a key priority and has adopted a "Whole of Government" approach to national security where all ministries and agencies will share responsibility and be accountable for the security and safety of the State.

The Government plans to reform, upgrade, modernize and transform the Police Service and utilize the strength of partnerships through an interagency approach. To this end, while the Police Service will continue to implement Government's policies for law and order in our country the Government has advocated the establishment of a Police Management Agency with a mandate to develop the necessary leadership expertise, skills and professionalism and a Police Service Inspectorate with responsibility for quality assurance and quality control to ensure accountability to the public.

The appointment of a substantive Commissioner of Police remains a major undertaking for the Government. The procedure for this appointment is presently being amended to pave the way for the Police Service Commission to proceed to make a permanent appointment to this critical office. The appointment of a Commissioner and Deputy Commissioners will undoubtedly have a significant impact on the morale, stability, operation and effectiveness of the police service.

Socio-Economic Environment

The significant reduction in energy prices with the commensurate reduction in revenue has had a significant adverse effect on the nation's wealth. Consequently, organizations such as the TTPS have been constrained to reduce operational expenditure while delivering on the expectation to do more with less financial resources. With oil prices reaching unprecedented low levels, exploration and production budgets of multinational energy companies trimmed and layoffs in the energy sector and other sectors in our country, the economic outlook is at best guarded. This scenario has the potential to create a fertile environment for the proliferation of crime and thus creating a challenge for the Police Service and a demand on its already limited resources.

Technological Environment

While advancements in technology are creating a major challenge for the Trinidad and Tobago Police Service due to limited financial resources, they are creating new opportunities for the criminals. Internet enabled communication, internet enabled mobile devices, encrypted communication technology, mass communication and social media has changed the classification of crimes and the nature of policing. Cyber activity is now integral to the commission of crimes.

The threat posed by cybercrime is growing and our crime fighting techniques need to evolve to counter that threat. The growing utilization of technology is creating an increasing vulnerability to insider threats and illegal acts especially white collar crime and money laundering. Criminal and terrorist groups are sophisticated users of technology enabling them to operate across multiple jurisdictions. Terrorist groups are exploiting social media to recruit persons online. Citizens are travelling to abroad to be recruited by self-confessed terrorist groups. As terrorism continues the number of citizens enlisting in or actively supporting terrorist groups is likely to increase.

The TTPS has progressively been acquiring new technologies in crime management to assist in its effort to maintain safety and security in our country. Body worn cameras have been acquired and are being piloted to capture real time data of police interactions as a mechanism to ensure quality and assist with complaints about police misconduct. Electronic identification parades, digital recording of interviews, Automated Fingerprint Identification System (AFIS), Mobile Adhoc Networking (MAN) Technology, Global Positioning System (GPS), Closed Circuit Television (CCTV) and speed detection devices are but some of the technological advances that the TTPS is using in its day to day operations. The service however requires a major injection of funds to equip itself with the critical elements of technology that will enable it to adequately prevent, detect and solve crime in the future.

Legal Environment

The TTPS, as the main entity entrusted with law enforcement in our country, continues to operate in a very dynamic legal environment requiring it always to be conversant with the provisions of existing laws and geared to fulfil any obligations imposed by new and amended legislation. These obligations usually have the potential to pose major challenges as the requirements can typically span from changes in regulations and procedures, assignment and training of personnel, and the provision of physical facilities and other resources.

Quite recently the Service was challenged to anticipate and manage the ramifications of the enforcement of the Anti- Gang Act 2011 and the expiration of the Bail Act 2011. Now the Service is heavily engrossed in preparing for the implementation of the provisions

of the Criminal Procedure Rules and the Administration of Justice Act and the coming on stream of the Juvenile Court Project which is an important step towards achieving meaningful juvenile reform. It embraces the global standards in adjudication involving children in accordance with the United Nations Convention on the Rights of a Child. As the Government seeks to tighten anti-terrorism legislation and apply existing anti-terrorism laws in tracking and monitoring alleged Foreign Terrorist Fighters from our country we can anticipate even further initiatives to be implemented within the Service to give full effect to the enforcement of the legislative provisions.

Environmental

Trinidad and Tobago by virtue of its geography and proximity to the South American mainland is a major transshipment point for firearms, ammunition, narcotics and people. The porosity of our country's borders aids and abets the commission of these offences and poses a major challenge to law enforcement agencies in their efforts to stem the tide of these illegal activities and reduce the incidence of crime in Trinidad and Tobago. As a result, there has been a perceived increase in criminal gangs and gang activities which produce high levels and an increased complexity of violent crimes. The response of the Police Service to this state of affairs is mainly on-land while we rely on other national agencies with the mandate of maritime security to patrol the seas. The police service needs to consider new ways to leverage or acquire maritime capability to effectively address the maritime crime challenge.

International Trends

Several initiatives are being implemented internationally to effect a reduction in the incidence of crime. Popular among them are:

- i. the "broken windows approach" - criminological theory of the norm-setting and signalling effect of urban disorder and vandalism on additional crime and anti-social behaviour. The theory states that maintaining and monitoring urban environments to prevent small crimes such as vandalism, public drinking, and toll-jumping helps to create an atmosphere of order and lawfulness, thereby preventing more serious crimes from happening.
- ii. CompStat – a dynamic approach to crime reduction, quality of life improvement, and personnel and resource management, whereby police department executives identify spikes in crimes using comparative statistics and address those spikes through the use of targeted enforcement. CompStat includes four generally recognized components: timely and accurate information or intelligence, rapid deployment of resources, effective tactics, and relentless follow-up.

- iii. Stop and Search - a practice by which police officers stop and question persons and search them and/or their vehicles for weapons and other contraband.
- iv. Crime Prevention Through Environmental Design (CPTED) - examines how physical design of a community can make it easier for residents to “police” public spaces and deter criminal activity. Basic elements of this approach includes increasing “natural surveillance” – the ability of residents to observe what is happening - through lighting, landscape design and placement of buildings and windows; clearly differentiating between public and private space; and creating a stronger sense of ownership over space.
- v. Community Policing - Community policing is a partnership between the police and the community to build stronger relationships in order to identify and solve contemporary community issues that exist within communities including criminal activities, drugs, social and physical disorder as well as neighbourhood decay. Officers are trained in key areas to ensure effective intervention within communities such as dealing with citizens in a non-invasive, caring and understanding manner as well as assisting in counselling, mediation and conflict management for example.
- vi. Hot Spot Policing - Hotspot policing is the utilization of empirical evidence to identify high crime areas to dispatch resources and identify strategies to reduce serious crime and murders. The aim is to deter crime in high risk areas called hotspots - small geographical locations where there is a high concentration of criminal activity.
- vii. Evidence Based Policing - The evidence based policing theme is about using evidence from research and problem-solving methods to ensure proven approaches and tactics guide and inform the choices of decision makers. Evidence based policing requires testing how effective our actions and approaches are, and modifying the way we do our policing when the evidence shows there is a better way – including leveraging partner contributions, data, tactics and implementing cross-agency solutions where needed.

The police service must carefully consider the crime reduction strategies and initiatives that have been successful in other jurisdictions in order to set its improvement plans for the next period.

S.W.O.T. Analysis

A Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis is crucial to gain an understanding of the prevailing environment within which the Police Service operates. The objective being to leverage and build on the strengths, correct the weaknesses, capitalize on the opportunities and eliminate the threats.

Strengths

- i. Documented strategic plan with clear targets
- ii. Police Officers with specialist skills
- iii. Access to specialist skills and experience through contract employment
- iv. Collaboration and partnerships with other national security agencies
- v. Deployment of an organizational crime management process - COMPSTAT
- vi. Designation of the Commissioner of Police as the Accounting Officer for the TTPS
- vii. Proactive policing approach - Police Youth Clubs
- viii. Cultural and ethnic diversity of the workforce
- ix. Resource Base - vehicles, equipment, manpower, technology and facilities
- x. Partnerships with communities
- xi. Proximity and access to police stations by members of the public
- xii. Good relationships with the media

Weaknesses

- i. Low crime detection rate
- ii. Inadequate management and supervision
- iii. Leadership vacancies without substantive appointments
- iv. Low accountability
- v. Process deficiency and inefficiency
- vi. Lack of adherence to existing policies and guidelines
- vii. Errant Police Officers
- viii. Lack of public trust and confidence in the TTPS
- ix. Organizational inertia preventing rapid strategic interventions
- x. Inadequate facilities in some areas
- xi. Absence of stable (long-term) leadership
- xii. Tendency to not sustain initiatives
- xiii. Absence of a comprehensive welfare reward and recognition system for all staff
- xiv. Inadequate succession planning
- xv. Ineffective performance management systems
- xvi. Slow integration of civilian employees
- xvii. Outdated legislation and Standard Operating Procedures

Opportunities

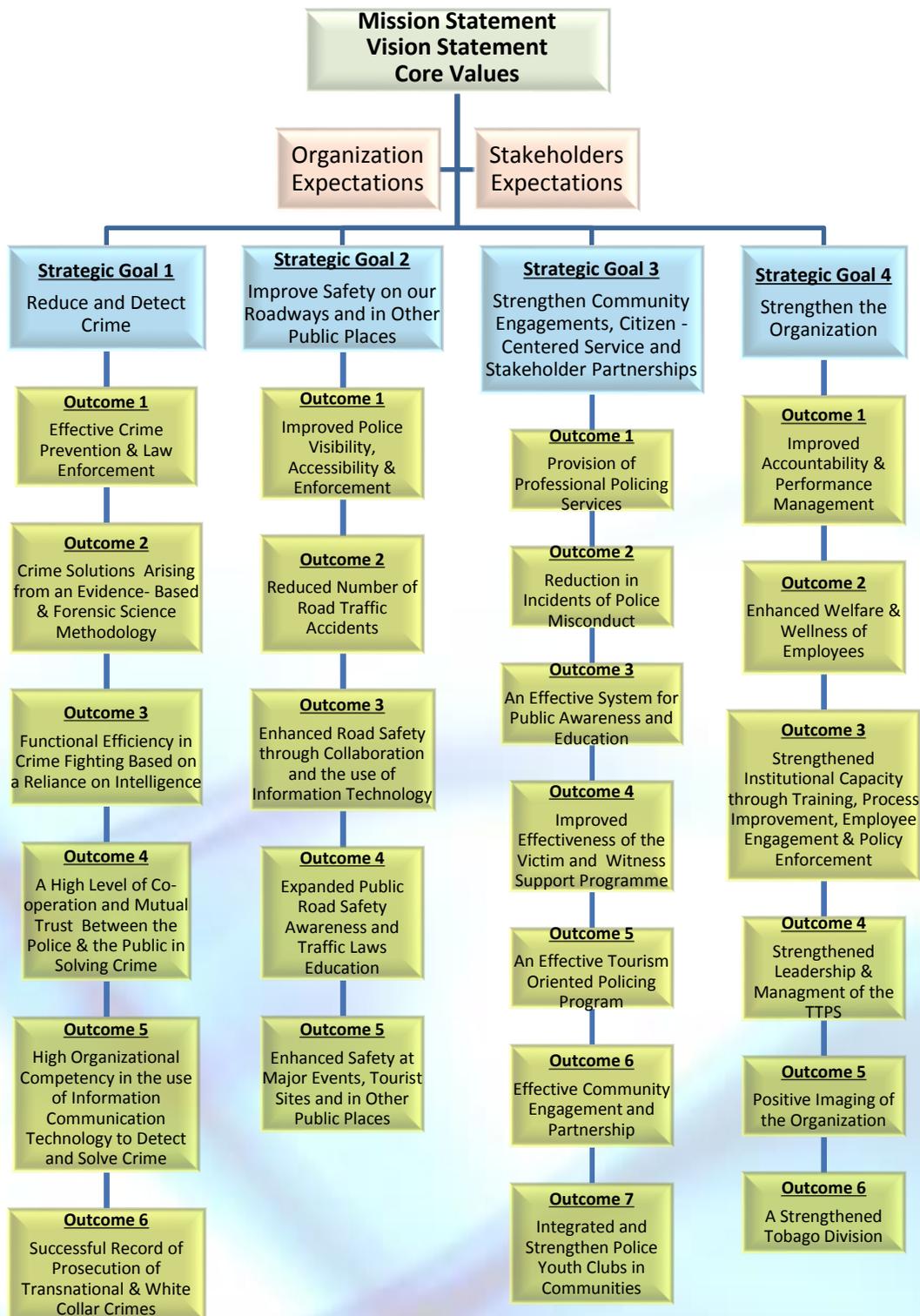
- i. Partnerships with regional and international agencies
- ii. Effective community engagement to build public trust and confidence
- iii. Increased deployment of technology
- iv. More efficient management of assets
- v. Amended / new legislation to reduce crime
- vi. Partnerships with local stakeholders
- vii. Partnerships with foreign law enforcement bodies
- viii. Government's identification of reducing crime as a priority
- ix. Support from foreign governments
- x. Continued transformation of the Service
- xi. Full leveraging of the Commissioner's authority as Accounting Officer
- xii. The Police Training Academy as a dedicated institution for training police officers

Threats

- i. Vulnerable coastlines
- ii. Negative socio-economic impacts of unemployment and poverty
- iii. Deteriorating morals and values in society supporting a culture of violence and lawlessness
- iv. Dynamic nature of crime and criminals
- v. Terrorism
- vi. Negative public perceptions of the TTPS
- vii. Reduced budgetary allocations
- viii. Inability of the TTPS to attract and retain critical staff

4.0 CHAPTER FOUR

4.1 STRATEGIC GOALS, OUTCOMES & STRATEGIES



STRATEGIC GOAL 1

Reduce and Detect Crime

Statement of Strategic Intent:

We will engage in collaborative, proactive, evidence-based, intelligence led crime initiatives and law enforcement strategies in order to provide effective sustainable solutions, focusing on preventing and reducing crime, the fear of crime in communities whilst increasing the detection rate of the Organization.



Reducing crime and the fear of crime and increasing the detection rate remains a key strategic goal for the TTPS. This will be a major challenge going forward as crime is taking on new dimensions as emerging technology presents new opportunities to criminals. The threat posed by transnational and cybercrime is growing and our crime fighting techniques need to evolve to counter this threat.

The best way of tackling crime is to prevent it from happening in the first place. In this regard specific strategic anti-crime measures aimed at suppression, deterrence and apprehension will be employed.

Our crime fighting strategies will incorporate both intelligence driven and problem solving policing responses aimed at providing sustainable solutions. We will endeavor to break the cycle of crime of repeat offenders to signal that crime does not pay.

Our achievement of this goal will rely on a very close partnership of the Police working with all stakeholders, particularly the community, to acquire the necessary information and co-operation to be effective in fighting crime and to make the places where we live, traverse and work safe.

Attention to victims of crime will also be central to this plan. We acknowledge that victims of crime deserve to be supported, listened to and be kept informed of the progress being made with their matter. They need to be assured of the police's commitment to bring an appropriate and satisfactory end to their adverse crime experience.

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.1: Effective Crime Prevention and Law Enforcement					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.1.1	Enhance the collaboration with other national security agencies for the seizure of illegal firearms and drugs at sea and air ports and vulnerable coastlines.	COP & DCP Crime	✓	✓	✓
1.1.2	Target priority offenders particularly those involved in committing violent crimes for arrest and prosecution.	DCP Crime & ACP Crime	✓	✓	✓
1.1.3	Educate officers in crime prevention strategies.	DCP Administration, DCP Crime & Provost	✓	✓	✓
1.1.4	Strengthen the competencies of officers to successfully investigate and prosecute offences.	DCP Administration, DCP Crime & Provost	✓	✓	✓
1.1.5	Increase the focus on transnational crimes of terrorism, money laundering, cybercrime and human trafficking.	DCP Crime & ACP Crime	✓	✓	✓
1.1.6	Strengthen the competencies of officers to successfully investigate and prosecute juvenile offences.	DCP Administration, DCP Crime & Provost	✓	✓	✓
1.1.7	Ensure the efficient and accurate capture of data to support crime analysis.	DCP Administration & DCP Crime	✓	✓	✓
1.1.8	Establish networks to enhance the relationship with all community stakeholders.	CoP & DCP Operations		✓	✓
1.1.9	Sustain the effort to dismantle gangs.	DCP Crime & ACP Crime	✓	✓	✓
1.1.10	Establish a Police Patrol policy.	CoP, DCP Administration & DCP Operations	✓		
1.1.11	Continue the focus on homicide, shootings and wounding, drugs and firearms.	DCP Crime, ACP Homicide & ACP Crime	✓	✓	✓

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.2: Crime Solutions Arising From an Evidence – Based and Forensic Science Methodology					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.2.1	Partner with universities and other bodies to develop recommendations for addressing crime.	COP, DCP Administration & Provost	✓	✓	✓
1.2.2	Develop an evidence – based culture in the organization.	COP, DCP Administration, DCP Operations & Provost	✓	✓	✓
1.2.3	Implement a system to improve the integrity of evidence gathering.	DCP Crime & ACP Crime		✓	✓
1.2.4	Implement a system to improve exhibit and property management.	DCP Operations & ACP Crime		✓	✓

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.3: Functional Efficiency in Crime Fighting Based on a Reliance on Intelligence					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.3.1	Develop and implement a policy and systems for the gathering, managing, utilizing, sharing and harmonization of intelligence.	DCP Crime, DCP Administration & DCP Operations	✓	✓	✓
1.3.2	Establish effective collaboration with other local, regional and international stakeholders.	COP & DCP Crime	✓	✓	✓
1.3.3	Promote an intelligence – based culture within the TTPS.	DCP Crime, ACP Special Branch, ACP Crime & Provost	✓	✓	✓
1.3.4	Establish an organizational policy to guide covert operations.	DCP Crime & DCP Administration	✓		
1.3.5	Increase the TTPS' capacity for intelligence gathering (i.e. people, training, systems & funding).	COP, DCP Crime & DCP Administration	✓	✓	✓

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.4: A High Level of Co-operation and Mutual Trust between the Police and the Public in Solving Crime					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.4.1	Develop sustainable partnerships with stakeholders to develop and implement crime solutions.	COP, DCP Operations, DCP Crime & DCP Administration	✓	✓	✓
1.4.2	Work with communities to develop strategies to minimise re-offending.	COP, DCP Operations & DCP Administration	✓	✓	✓
1.4.3	Proactively engage communities to reduce the fear of crime.	COP, DCP Operations, & DCP Administration	✓	✓	✓
1.4.4	Improve the support to victim and witnesses of crime.	DCP Crime & ACP Crime	✓	✓	✓

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.5: High Organizational Competency in the use of Information Communication Technology to Detect and Solve Crime					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.5.1	Conduct a review of the ICT requirements of the TTPS to support the detection and solving of crime.	COP, DCP Crime & Head IT	✓	✓	
1.5.2	Continuously evaluate the effectiveness of the technologies in use in the context of emerging technology.	COP, DCP Crime & Head IT	✓	✓	✓
1.5.3	Educate officers in the use of ICT systems.	DCP Crime, DCP Administration, PROVOST & Head IT	✓	✓	✓
1.5.4	Procure and deploy technological solutions to key operational areas as a priority.	COP, DCP Crime DCP Administration & Head IT	✓	✓	✓
1.5.5	Establish Divisional Command Centres.	COP, DCP Operations, Head Planning & Head IT	✓	✓	✓

Strategic Goal 1: Reduce and Detect Crime					
OUTCOME 1.6: Successful Record of Prosecution of Transnational and White - Collar Crimes					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
1.6.1	Increase the focus on transnational and white-collar crimes and create a culture that facilitates the reporting of transnational and white-collar crimes.	DCP Crime, DCP Operations, Provost, ACP Special Branch & ACP Crime	✓	✓	✓
1.6.2	Increase the capacity to investigate complex financial fraud.	COP, DCP Crime & DCP Administration	✓	✓	✓
1.6.3	Improve the reliability of the records of the CID/CRO.	DCP Crime, ACP Crime & Head IT	✓	✓	✓
1.6.4	Establish 3 rd Party arrangements to effectively support the investigation of transnational and white-collar crimes	COP, DCP Crime & DCP Administration		✓	✓
1.6.5	Lobby for legislative provisions to support the prosecution of transnational and white-collar crimes.	COP, DCP Crime, DCP Administration, ACP Crime and ACP Special Branch	✓	✓	✓
1.6.6	Develop protocols for the case management of transnational and white-collar crimes in compliance with international obligations.	COP, DCP Crime, DCP Administration and Head Legal		✓	✓
1.6.7	Increase the capacity to investigate and successfully prosecute persons involved in terrorism.	COP, DCP Crime & ACP Special Branch	✓	✓	✓

STRATEGIC GOAL **2**

Improve Safety on our Roadways and in Other Public Places

Statement of Strategic Intent:

We will ensure safety and security for all on our nation's roads and in other public places through increased visibility and accessibility, use of technology, public education, and strict enforcement and promotion of compliance with all laws.



The impact of death and injury on our roads resulting from a relatively high incidence of Road Traffic Accidents is significant, not only from the perspective on victims and their families but to communities and the wider national economy.

Congestion on the nation's roadways and the lack of compliance of road users with the Road Traffic Laws are the major causes and are matters for urgent consideration in Roadway Management.

These problems have evolved in an environment where the vehicle population has increased at a much faster rate than the development of roadway infrastructure. An integral part of this solution therefore will be a strong collaborative relationship with key

stakeholders to develop additional infrastructure and implement effective traffic management plans.

Increasing police visibility and a stricter enforcement of the laws can be expected to provide significant relief as officers provide a deterrent to the potentially errant motorist.

A partnership with the media to execute a public education program to make road users more aware of the laws and the penalties for transgressing will also be pursued to assist in curbing the errant behaviour.

There is also a great opportunity to utilize technology to assist the officer in establishing and prosecuting traffic offences. Introduction of these measures along with improved internal procedures for traffic management can be expected to aid substantially in the achievement of this goal.

Strategic Goal 2: Improve Safety on our Roadways and in Other Public Places					
OUTCOME 2.1: Improved Police Visibility, Accessibility & Enforcement					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
2.1.1	Implement targeted high visibility patrol regimen for weekends, nights and public holidays.	DCP Operations, ACP Operations & Regional ACPs	✓	✓	✓
2.1.2	Institute Operational Planning to execute road exercises that utilizes specialist sections and external agencies.	DCP Operations & ACP Operations	✓	✓	✓
2.1.3	Explore implementation of police bicycle patrols in densely populated areas including cities, boroughs and shopping areas.	COP, DCP Operations & All ACPs		✓	
2.1.4	Enhance visible, active police presence and engagement in the communities across Trinidad and Tobago.	DCP Operations & All ACPs under his supervision	✓	✓	✓
2.1.5	Develop a Training Programme to equip officers on how to deliver people-centred patrols on the principles of <i>Policing for People</i>	DCP Operations, ACP Community Relations & All ACPs	✓	✓	

Strategic Goal 2: Improve Safety on our Roadways and in Other Public Places					
OUTCOME 2.2: Reduced Number of Road Traffic Accidents					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
2.2.1	Increase Divisional DUI specific enforcement exercises with special deployment on weekends, nights and public holidays.	DCP Operations & ACP Operations	✓	✓	✓
2.2.2	Continue to implement a public awareness and enforcement intervention programme geared towards the reduction of pedestrian risk on the roadway.	DCP Operations & Head Corporate Communications	✓	✓	✓
2.2.3	Increase speed management operations across all roadways.	COP, DCP Operations & Regional ACPs	✓	✓	✓
2.2.4	Implement Haemostatic Trauma Kits into Highway Patrol Vehicles and train officers as first Responders	COP, DCP Operations, Head Administration & Provost	✓	✓	
2.2.5	Establish an Assistive Collision Investigative Support Team (ACIST) with specially trained officers.	DCP Operations, ACP Operations & Regional ACPs	✓		
2.2.6	Continue to establish voluntary breath-testing check points across Trinidad & Tobago.	DCP Operations , ACP Operations & Regional ACPs	✓	✓	✓
2.2.7	Improve the road policing strategy at the Divisional level.	DCP Operations, ACP Operations & Regional ACPs	✓	✓	✓
2.2.8	Lobby for the implementation of a “points system” in which penalty points are assigned to drivers for traffic offences.	COP, DCP Operations & ACP Operations	✓	✓	

Strategic Goal 2: Improve Safety on our Roadways and in Other Public Places					
OUTCOME 2.3: Enhanced Roadway Safety through Collaboration and the use of Information Communication Technology					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
2.3.1	Expand the use of Laser Speed Guns for speed control and detection.	COP, DCP Operations & Head Administration	✓	✓	✓
2.3.2	Expand the Body- Worn Camera Initiative to include Highway Patrol officers.	COP, DCP Operations & Head IT	✓	✓	✓
2.3.3	Partner with Ministry of Works & Transport for the implementation of Spot Speed and Red Light Enforcement Camera Systems.	COP& DCP Operations	✓	✓	✓
2.3.4	Create a Defensive Driving Education Video Series utilizing the TTPS Driving School with links to TTPS website and Facebook Pages.	COP, DCP Operations & Head Corporate Communications		✓	
2.3.5	Lobby for an increase in CCTV Cameras along roadways to improve detection and enforcement.	COP, DCP Operations & Head IT	✓	✓	✓
2.3.6	Partner with the Ministry of Works & Transport in the implementation of an Electronic Ticketing System.	COP& DCP Operations	✓	✓	✓
2.3.7	Introduce Dashboard Cameras (Dashcams) in Police Vehicles.	COP, DCP Operations & Head IT		✓	✓
2.3.8	Establish an Inter - Agency Traffic Safety Action Committee (TSAC).	COP & DCP Operations		✓	

Strategic Goal 2: Improve Safety on our Roadways and in Other Public Places					
OUTCOME 2.4: Expanded Public Road Safety Awareness and Traffic Laws Education					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
2.4.1	Conduct Road Safety Lectures in Secondary Schools with support from Divisional Traffic Units.	DCP Operations, ACP Community Relations & ACP Operations	✓	✓	✓
2.4.2	Continue to partner with key road safety stakeholders such as Arrive Alive and other traffic law enforcement agencies to increase awareness and educate citizens on traffic laws and road safety best practice.	DCP Operations & Head Corporate Communications	✓	✓	✓
2.4.3	Educate the public on road safety by disseminating information using the media and officers within Divisions, Sections and Units.	DCP Operations, ACP Community Relations, Head Corporate Communications & Regional ACPs	✓	✓	✓
2.4.4	Implement a programme to promote accident avoidance by educating and training young drivers.	DCP Administration, DCP Operations & ACP Operations	✓	✓	✓

Strategic Goal 2: Improve Safety on our Roadways and in Other Public Places					
OUTCOME 2.5: Enhanced Safety and Security at Major Events, Tourist Sites and in Other Public Places					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
2.5.1	Develop patrol regimes utilizing CAPA to identify high risk areas in which tourist sites are located.	DCP Operations, ACP Operations & Regional ACPs	✓	✓	
2.5.2	Collaborate with agencies such as the Tourist Board, Regional Corporations, Fire Services, Tobago House of Assembly (THA) and Environmental Management Agency (EMA) on safety and security.	COP, DCP Operations, ACP Operations & Regional ACPs	✓	✓	✓
2.5.3	Train police officers in tourist-oriented policing to enhance their awareness and ability to respond to issues that are pertinent to tourists.	DCP Operations, DCP Administration & Provost	✓	✓	✓
2.5.4	Partner with local agencies on risk communication to the public with emphasis on peak events, peak seasons, public holidays, tourist sites and locations frequently visited by the public.	COP, DCP Operations & Head Corporate Communications		✓	✓
2.5.5	Utilize the media to educate the public on safety and security in public places.	DCP Operations & Head Corporate Communication	✓	✓	✓
2.5.6	Implement a traffic control initiative that utilizes stringent enforcement of the laws to address “roadside garages”	DCP Operations & ACP Operations		✓	✓
2.5.7	Publish a TTPS Major Events Manual as a guide for promoters as well as internal and external stakeholders	COP, DCP Operations & Head Corporate Communications	✓		

STRATEGIC GOAL 3

Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships

Statement of Strategic Intent:

We will have an effective relationship with the community that facilitates stakeholder collaboration to enhance the quality of life of citizens and improve public trust and confidence.



Gaining public trust and confidence is an essential prerequisite to greater police / public collaboration and effective people-centred policing. The Trinidad and Tobago Police Service is cognizant of the value of this collaboration and will seek to ensure that there exists at all times, a good working relationship between the police and members of the public manifesting itself in a high level of public satisfaction with the quality of service provided by the Police Service.

The public legitimately expects the police to be responsive to their concerns, prompt, courteous and respectful in treating with their issues, equitable and fair in enforcing the law, all the while being disciplined professionals; qualified, trained, competent and proficient in the use of technology; and possessing the requisite interpersonal skills to interact and interface effectively with the general public.

Police officers will be mandated to spend time within communities, patrolling, preventing and recording crime, visiting homes, schools, hospitals and business places, providing advice and assistance whenever and wherever people require it. Whether responding to emergencies, facilitating events or providing support to people in need, the police has always had a role to play. This provides an excellent opportunity for officers to get to know their communities and be empowered to work with local residents and other stakeholders to encourage contributions to enhance the safety and security of the community and the quality of life for everyone.

Officers will benefit from specialist training and personal development initiatives in order to deal with sensitive community issues and to nurture effective partnerships with all stakeholders.

Further, we will drive improvements in the quality of our service with a review of our policies and processes with a view towards simplification and adoption of best practices. Effective strategic and business planning supported by intelligence-based decision making will become the modus-operandi towards achieving optimal results.

We will enhance our engagement with victims and witnesses of crimes to have those crimes solved and meet their expectations of excellent care from a police service that empathizes, listens, is fair, and exhibits a policing style that puts the welfare of victims and witnesses at the heart of the service it offers.

We will collaborate with communities to minimize any potential adverse impacts that can accrue from conflicting positions or competing priorities. Further we will support the lobby of Government or other third-party agencies to implement legislative and operational initiatives to improve our efficiency and effectiveness within the communities.

The Trinidad and Tobago Police Service will continually strive to exceed the expectations of those we serve and will excel in the achievement of our targets as we aspire to build a responsive and respectful police service. Whether it be in conducting complex criminal investigations, or while assisting stranded motorists, we will perform in a manner that provides reassurance and instils trust and confidence of the citizens in their Police Service.

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.1: Provision of Professional Policing Services					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.1.1	Review and update Standing Orders.	DCP Administration, DCP Operations, DCP Crime & Head Planning	✓	✓	✓
3.1.2	Train sworn and unsworn officers to properly serve all members of society including minority and vulnerable groups.	DCP Administration, DCP Operations & Provost	✓	✓	✓
3.1.3	Implement a management system to improve response time for reports and 'calls for service'.	DCP Operations & Head IT		✓	

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.2: Reduction in Incidents of Police Misconduct					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.2.1	Establish a Code of Ethics for police officers.	COP, DCP Administration, DCP Operations, DCP Crime & ACP PSB		✓	
3.2.2	Conduct leadership and supervisory training to ensure compliance with Police Service Act, Police Service Regulations, Standing Orders and Departmental Orders.	DCP Administration & Provost	✓	✓	✓
3.2.3	Re-engineer the Professional standards Bureau to deal effectively with disciplinary matters.	COP & ACP PSB	✓	✓	✓
3.2.4	Utilize Police Caravans as a reinforcement tool to sensitize officers on issues of misconduct.	COP & ACP PSB	✓	✓	✓

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.3: An Effective System for Public Awareness and Education					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.3.1	Effectively utilize various media platforms to disseminate and gather information.	COP, Head Corporate Communication & Head IT	✓	✓	✓
3.3.2	Develop a system to ensure timely responses to incidents involving police officers.	COP, Head Corporate Communication & Head IT		✓	

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.4: Improved Effectiveness of the Victim and Witness Support Programme					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.4.1	Review the Victim and Witness Support Programme inclusive of its mandate, framework, structure and response requirements.	COP, DCP Administration, DCP Crime, ACP Community Relations, Director HR & Manager VWSU		✓	
3.4.2	Develop policies and guidelines to guide the operation of the Unit.	COP & DCP Administration		✓	
3.4.3	Train Victim and Witness Support Officers to perform their roles and functions competently.	DCP Administration & Provost		✓	✓

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.5: An Effective Tourism Oriented Policing Program					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.5.1	Develop partnerships with THA, Ministry of Foreign Affairs, Ministry of Tourism and other key stakeholders.	DCP Operations, ACP Tobago, ACP Community Relations & Head Corporate Communication	✓	✓	✓
3.5.2	Implement a system to disseminate information and obtain feedback from tourists.	DCP Administration, DCP Operations, Head IT, ACP Tobago & Head Corporate Communication		✓	
3.5.3	Educate officers to effectively provide Tourist Oriented Policing services.	DCP Administration, DCP Operations & Provost	✓	✓	✓
3.5.4	Develop and implement a Tourism Crime Sensitization Programme.	DCP Administration, DCP Operations, ACP Tobago & Provost	✓	✓	✓

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.6: Effective Community Engagement and Partnership					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.6.1	Review, update and implement the Community (People – Centred) Policing Plan.	DCP Administration, DCP Operations & ACP Community Relations	✓	✓	
3.6.2	Develop a system to assess, evaluate and implement the recommendations made at stakeholder meetings.	DCP Operations & Head Corporate Communications		✓	
3.6.3	Increase police involvement in community activities.	DCP Administration, ACP Community Relations	✓	✓	✓
3.6.4	Review the Hearts and Minds Programme with a view to expand or replicate in other communities.	DCP Crime, ACP Crime, Head Planning	✓	✓	✓
3.6.5	Increase and enhance Station Councils.	DCP Operations & ACP Community Relations	✓	✓	✓
3.6.6	Convene monthly community- based meetings.	DCP Operations & ACP Community Relations	✓	✓	✓
3.6.7	Collaborate with the Police Band and external stakeholders to host community – based activities.	DCP Administration & ACP Community Relations	✓	✓	✓
3.6.8	Enhance engagement/relationship with the media.	DCP Administration & Head Corporate Communication	✓	✓	✓
3.6.9	Assign School Liaison Officers.	DCP Administration & ACP Community Relations	✓	✓	✓

Strategic Goal 3: Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships					
OUTCOME 3.7: Integrated & Strengthened Police Youth Clubs in Communities					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
3.7.1	Develop National Police Youth Club Policy and Operating Procedures with monitoring and evaluation system.	CoP, DCP Administration, ACP Community Relations & Head Finance	✓		
3.7.2	Expand Police Youth Club Community Outreach Programmes and membership.	DCP Administration & ACP Community Relations	✓	✓	✓
3.7.3	Develop and Implement Police Youth Club National Sporting and cultural programmes.	DCP Administration & ACP Community Relations		✓	✓
3.7.4	Develop and Implement a prevention and diversion programme for at risk youth.	DCP Administration & ACP Community Relations		✓	✓

STRATEGIC GOAL 4

Strengthen the Organization

Statement of Strategic Intent:

We will create an organization with legitimacy and a positive image through exceptional leadership and efficient management and supervision whilst engaging effective processes, creating adequate capacity as we care for our employees and execute our mandate.



The Trinidad and Tobago Police Service will exert its best efforts to transform itself into a twenty-first century modern policing organization. We envision an organization properly aligned with its mandate, vision and mission and fully synchronized with the expectations of our internal and external customers.

The transformation will begin with sound leadership and management and supervisory practices at all levels of the organization. Proper use of authority and accountability will be encouraged as a means of ensuring that the maximum value is derived from the deployment of all our resources.

The competence and welfare of officers will be of paramount importance as we seek to strengthen the organization. Consequently, investments in building capacity through training will be indispensable to the attainment of this initiative.

We will embark on a continuous improvement programmer that will include a review of our policies, procedures, tools and techniques to deliver effective new processes to reduce waste and improve efficiency in our service to the public.

Re-inventing the image of the police service by highlighting its creditable deeds will be as important as treating with the few errant officers whose actions are disposed to dominate the media and inevitably bring the service into disrepute.

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.1: Improved Accountability and Performance Management					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.1.1	Implement an effective Performance Management System.	DCP Administration & HR Director		✓	
4.1.2	Implement a system for monitoring and evaluating the progress of the Strategic Plan.	COP, Head Planning & Head EMS	✓		
4.1.3	Implement an Absence Management policy to assist in workforce management.	DCP Administration & HR Director		✓	
4.1.4	Enforce systems to hold Division and Branch commanders accountable and responsible for their command.	COP & DCP Administration	✓	✓	✓
4.1.5	Delegate authority to Assistant Commissioners for the discipline and management of sworn and unsworn staff under their general control.	COP, DCP Administration & HR Director	✓		
4.1.6	Develop and Implement a Media Policy.	DCP Administration & Head Corporate Communications		✓	
4.1.7	Conduct a manpower audit.	DCP Administration & Head HR	✓		
4.1.8	Develop and implement a “Customer Feedback Policy”.	DCP Administration & HR Director		✓	✓
4.1.9	Develop & Establish a Collision Review Committee (CRC) to formulate Driving Standards and a Remedial Programme for deviant or high risk drivers.	DCP Operations & ACP Operations		✓	

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.2: Enhanced Welfare and Wellness of Employees					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.2.1	Develop and implement a comprehensive health and wellness program for sworn and unsworn staff.	DCP Administration & HR Director	✓	✓	✓
4.2.2	Implement a standardised Physical Training Programme to promote healthy lifestyles among sworn and unsworn staff.	DCP Administration & Provost		✓	
4.2.3	Enhance the working environment for sworn and unsworn staff to be OSH compliant.	DCP Administration & HR Director	✓	✓	✓
4.2.4	Establish a TTPS Blood Donor Account.	DCP Administration & HR Director	✓		
4.2.5	Expand the reward and recognition programme to include unsworn staff.	DCP Administration & HR Director		✓	
4.2.6	Review the TTPS Employee Assistance Programme.	DCP Administration & HR Director		✓	
4.2.7	Develop and implement a transition to retirement programme.	DCP Administration & HR Director	✓		

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.3: Strengthened Institutional Capacity through Training, Process Improvement, Employee Engagement and Policy Enforcement					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.3.1	Develop and implement a Strategic Training Plan that identifies and addresses critical training needs of the organization.	DCP Administration, HR Director & Provost	✓		
4.3.2	Incorporate advance technology in training and all aspects of policing services.	DCP Administration, HR Director & Provost		✓	✓
4.3.3	Expand employee involvement to create opportunities to improve performance.	DCP Administration & HR Director		✓	✓
4.3.4	Ensure compliance with organizational policies and Orders.	DCP Administration, HR Director & DCP Operations	✓	✓	✓
4.3.5	Develop and Implement a Strategic Human Resource Plan with mechanisms to improve the integration of civilian employees.	COP, DCP Administration & HR Director	✓	✓	✓
4.3.6	Recruit high quality personnel.	DCP Administration, HR Director & Provost	✓	✓	✓
4.3.7	Develop and implement an Information Communication Technology Strategic Plan.	COP, DCP Administration & Head IT	✓		
4.3.8	Pursue accreditation of the Police Training Academy.	DCP Administration & Provost		✓	✓
4.3.9	Utilize workload analysis as a basis for the deployment of personnel and resource allocation.	DCP Administration & HR Director		✓	
4.3.10	Research and implement best practices in contemporary policing and organizational leadership and management.	DCP Administration, DCP Operations, HR Director & Head Planning	✓	✓	✓
4.3.11	Train a cadre of officers to specialise in bicycle patrols to expand police coverage at selected locations across the country.	DCP Administration & Provost		✓	✓
4.3.12	Strengthen the research capacity of the TTPS.	DCP Administration & Head Planning	✓	✓	✓

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.4: Strengthened Leadership and Management of the TTPS					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.4.1	Enhance organizational leadership and management through training and mentorship.	DCP Administration, HR Director & Provost	✓	✓	✓
4.4.2	Develop and Implement a Succession Plan that creates a pool of personnel with key competencies and capabilities.	COP, DCP Administration & HR Director		✓	
4.4.3	Initiate position mapping at all levels of the organization to enhance operational efficiency and performance management.	DCP Administration & Head Planning		✓	
4.4.4	Improve the promotion system for Second Division Officers.	COP, DCP Administration & HR Director		✓	

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.5: Positive Imaging of the Organization					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.5.1	Expand community – based projects led by police officers to promote the core values of the organization.	DCP Operations, DCP Administration & ACP Community Relations		✓	✓
4.5.2	Use social and traditional media to engage, educate and sensitise internal and external customers on the TTPS and related issues.	DCP Administration & Head Corporate Communications	✓	✓	✓
4.5.3	Advocate pre-emptive action to minimise negative publicity and the promotion of positive accomplishments as a means to restoring public trust and confidence in the TTPS.	COP & Head Corporate Communications	✓	✓	✓
4.5.4	Profile the TTPS as an employer of choice.	DCP Administration, HR Director, Provost & Head Corporate Communications		✓	
4.5.5	Develop and implement a “Customer Service Policy” to drive all our customer service initiatives.	DCP Administration & ACP Community Relations		✓	✓

Strategic Goal 4: Strengthen the Organization					
OUTCOME 4.6: A Strengthened Tobago Division					
No.	Action Items	Responsible Person	Implementation Timeline		
			YR1	YR2	YR3
4.6.1	Conduct a needs analysis specific to the Tobago Division and deploy resources accordingly.	DCP Operations & ACP Tobago		✓	
4.6.2	Develop and implement a policing strategy specific to Tobago in alignment with the THA Strategic Development Plan.	COP, DCP Operations & ACP Tobago		✓	✓
4.6.3	Develop and implement a strategy to improve the recruitment of officers in Tobago.	COP, DCP Operations & ACP Tobago	✓	✓	
4.6.4	Increase the number of community-based projects led by police officers in Tobago to strengthen the relationship between the police and the community.	DCP Operations, ACP Community Relations & ACP Tobago		✓	
4.6.5	Continue training of officers in Tourism Oriented Policing.	DCP Administration, ACP Tobago & DCP Operations	✓	✓	✓
4.6.6	Deliver culturally – specific Crime Prevention Through Environmental Design (CEPTED) training to officers with the Division.	COP, DCP Administration, ACP Tobago & Head Planning			✓
4.6.7	Implement CEPTED initiatives in partnership with the community.	DCP Operations, ACP Community Relations & ACP Tobago			✓
4.6.8	Adequately resource the Tourist – Oriented Policing Unit.	DCP Administration, ACP Tobago & DCP Operations		✓	✓
4.6.9	Collaborate with local stakeholders to enhance the safety and security of tourists and citizens.	DCP Operations, ACP Tobago, ACP Community Relations & Head Corporate Communications	✓	✓	✓

5.0 CHAPTER FIVE

5.1 THE WAY FORWARD

The Outlook

The Trinidad and Tobago Police Service is facing an urgent imperative to address the incidence of homicides and the fear it instils in the citizenry. The public wants the Police to reinstate law and order in the society in the shortest possible time by enforcing the laws and dealing severely with the offenders. The public wants immediate results from the Police in apprehending and successfully prosecuting the offenders.

Over the next three years, we will improve as an organization. In particular, you can expect the Trinidad and Tobago Police Service to position itself to anticipate and deal in a proactive manner with anyone having the capability, potential or intention to commit a crime. The Service will alter its structure, systems, procedures and methods of work, in the process while adopting technological options and employing innovative solutions. Officers will be educated to be much more customer oriented, performing and delivering services defined by the needs of the community. Our success will be the result of our ability to win the confidence of the public and to successfully engage the community as a social partner in our fight against crime.

In year one, we will immediately begin to deliver against this strategic plan, focusing everybody in the organization on the key priorities. In year two, we will continue to drive performance improvements throughout the organization and in year three, we will embed change across the organization, finalizing and completing the implementation of the new strategies, producing the outcomes we desire and achieving and sustaining the improvements in performance we have planned for.

In planning for the future, we will shape and equip the organization and develop ways to better share best practice across the organization in order to learn from experience and commit to a process of continuous improvement. We will continue working with the Trinidad and Tobago Police Service Social Welfare Association and our partners to further develop our strategy for the future of policing in Trinidad and Tobago. Being efficient and effective in preventing and reducing crime and providing excellence in service will remain a top priority.

Notwithstanding whatever constraints may exist with declining revenues and the need to contain spending, we will manage our limited resources and work to achieve more with less.

Implementation

This Strategic Plan is designed to guide the thinking and actions of the Trinidad and Tobago Police Service over the next three years with a rolling feature for two additional years. The Plan does not cover everything that needs to be accomplished within the service, but rather places focus on the priority areas.

In order for the plan to succeed we will seek the full commitment and participation of all the members of the Service. Managers and supervisors at all levels will be held responsible for the implementation of the plan and for improvement within the Service. This plan will therefore inform our Annual Operating Plans and constitute the work programme for all officers at all levels within the Service.

Evaluation

To ensure continuing progress and success in implementing this Strategic Plan, the plan will be evaluated on an annual basis at an Executive Operational Planning meeting. The Plan will serve as the essential operational planning tool and will be utilized to set the operational agenda for the service for the ensuing year.

We will utilize an evaluation template (See Appendix: 6) consistent with the Government's National Performance Framework to ensure that the Service can readily comply with national reporting requirements and be aligned to the philosophy and intent of Government policy.

The continuous monitoring and evaluation of the results and the effectiveness of the plan will be important and integral to the success of the implementation programmer.

6.0 CHAPTER SIX

6.1 CONTACT INFORMATION

If you need the Police:

- a. Let us know about your problem as soon as possible.
- b. Provide as much information as you can.
- c. Let us know if anything more happens.
- d. Help us to understand what you want.
- e. Say if you need support.

The Police are obligated to:

- a. Acknowledge your call.
- b. Treat your case seriously.
- c. Provide a responsive service.
- d. Tell you about other agencies that may be able to assist you.
- e. Tell you what is being done so that our actions are properly understood.
- f. Advise you on what further immediate actions you may take that may be appropriate.

By Telephone:

In an emergency:

- Always dial 999

It is an emergency if:

- A crime is being committed or is about to be committed.
- There is risk of serious injury or damage to property.

It is very important that callers do not dial 999 unnecessarily as you may prevent someone with a real emergency from getting through.

If your call is not an emergency:

Please consult the "Blue Pages" in the local telephone directory for the numbers for the Police Administration Building or the Police Station closest to you listed under the Ministry of National Security.

If you wish to give information anonymously:

You can also contact **Crime Stoppers** at 800-8477 (800-TIPS).
In Tobago, you may also contact 211.

If you have a complaint:

If you have a complaint about the service you have received from us, you can:

- i. visit any police station;
- ii. write to or visit our **Complaints Unit** at the address below; or
- iii. write to or visit the **Police Complaints Authority**,
Level 24, Tower D, International Waterfront Centre
1A Wrightson Road,
Port of Spain.

Electronically:

- You may find all the information you need on our website at www.ftps.gov.tt
- There is a very useful frequently asked questions section which may answer your query.
- Please do not e-mail us if the matter is urgent - call 999.
-  Communicating Security Awareness for Everyone (CSafe), a mobile-app that alerts the police and the public of any suspicious or criminal activity in real time.

In Writing:

You can write to us at:

Police Administration Building
Corner Edward and Sackville Streets
Port of Spain

APPENDICES

APPENDIX 1: Listing of Stakeholders

APPENDIX 2: Organizational Chart

APPENDIX 3: Map of Police Divisions

APPENDIX 4: Listing of Sections / Units / Branches

APPENDIX 5: Listing of Police Stations / Posts

APPENDIX 6: National Performance Framework Evaluation Template

APPENDIX 7: Statistics: (2014, 2015 & 2016)

APPENDIX 1

LISTING OF STAKEHOLDERS

External Stakeholders:

Tobago Stakeholders

- Tobago Hotel and Tourism Association
- Tobago Hospitality & Tour Operators Association
- Tobago Taxi Cab Co –Operative Society Limited
- Tobago Transmax
- Tobago Maxi Cab
- All Tobago Fisher Folk Association
- Trinidad and Tobago Incoming Tour Operators Association
- Tobago Chamber of Industry and Commerce
- Trinidad and Tobago Sightseeing Tours

Business Stakeholders

- Trinidad and Tobago Chamber of Industry and Commerce
- American Chamber of Commerce of Trinidad and Tobago
- Chaguanas Chamber of Industry and Commerce
- Point Fortin South Western Chamber of Commerce
- Greater Tunapuna Chamber of Industry and Commerce
- Media Association of Trinidad and Tobago (MATT)
- Trinidad and Tobago Publishers Broadcasters Association

NGOs, CBOs, FBOs Stakeholders

- Fixin' T & T
- Arrive Alive
- Inter-Religious Organization of Trinidad and Tobago
- Holy Rosary Catholic Parish Community
- Coalition against Domestic Violence
- Network of NGOs of T& T and the Advancement of Women
- National Council Parents Teachers Association
- National Centre for Persons with Disabilities

APPENDIX 1 Cont'd.

- Women's Institute for Alternative Development (WINAD)
- Vision on Mission

Interface Associations

- Police Complaints Authority

Divisions- Ministry of National Security

- Office of Disaster Preparedness and Management (ODPM)
- Trinidad and Tobago Coast Guard
- Counter Trafficking Unit
- Strategic Service Agency
- Trinidad and Tobago Air Guard
- International Affairs Unit
- Trinidad and Tobago Defense Force
- Anti-Money Laundering/Combating Financing of Terrorism Unit
- Transnational Organized Crime Unit

Other Government Ministries/Departments

- Ministry of Works and Transport
- Ministry of Planning and Sustainable Development
- Ministry of Tourism
- Ministry of Community Development, Culture & the Arts
- Judiciary of Trinidad and Tobago
- Ministry of Sports and Youth Affairs

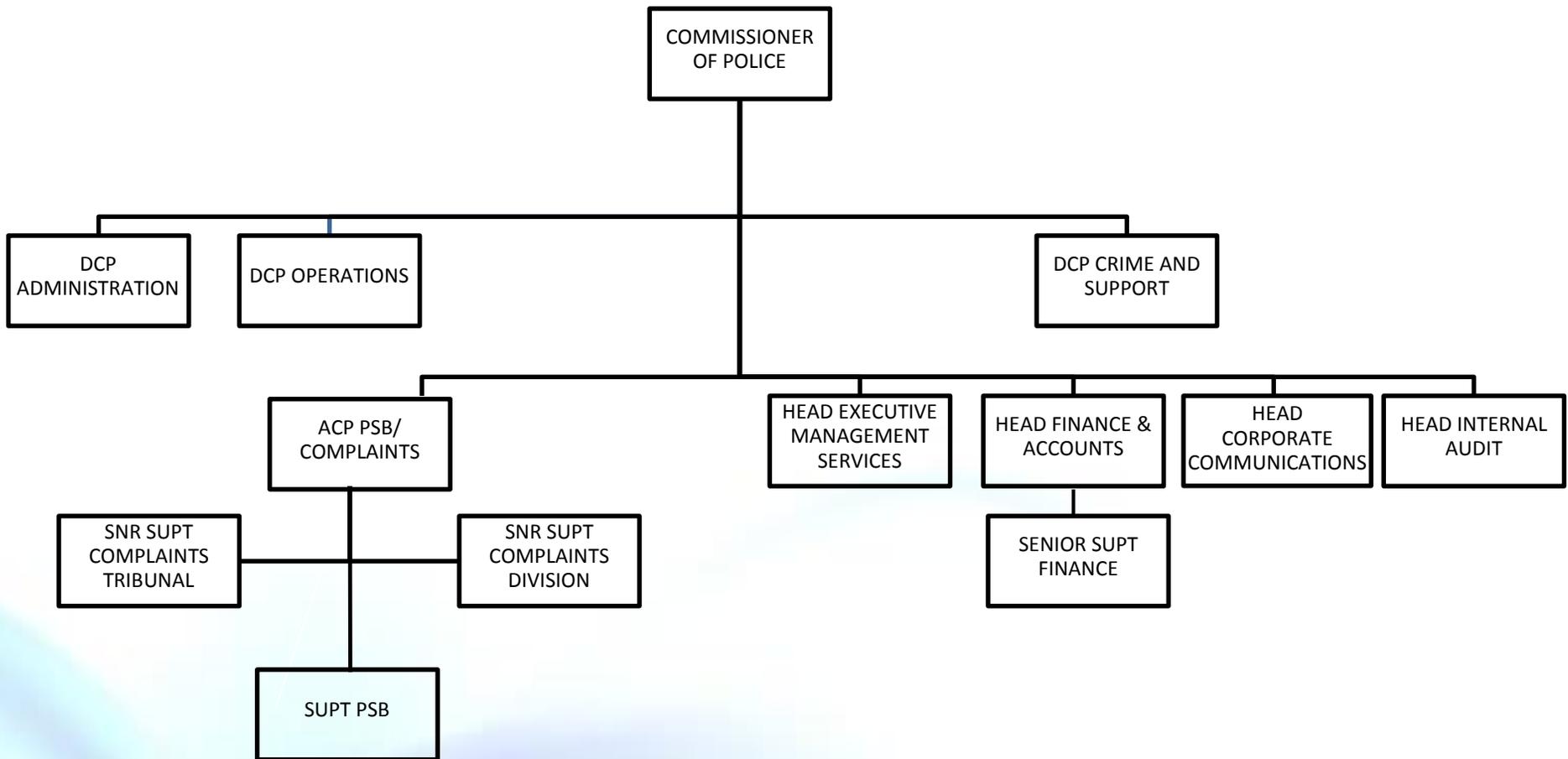
Internal Stakeholders

- Tobago Division
- Western Division
- Port of Spain Division
- North Eastern Division

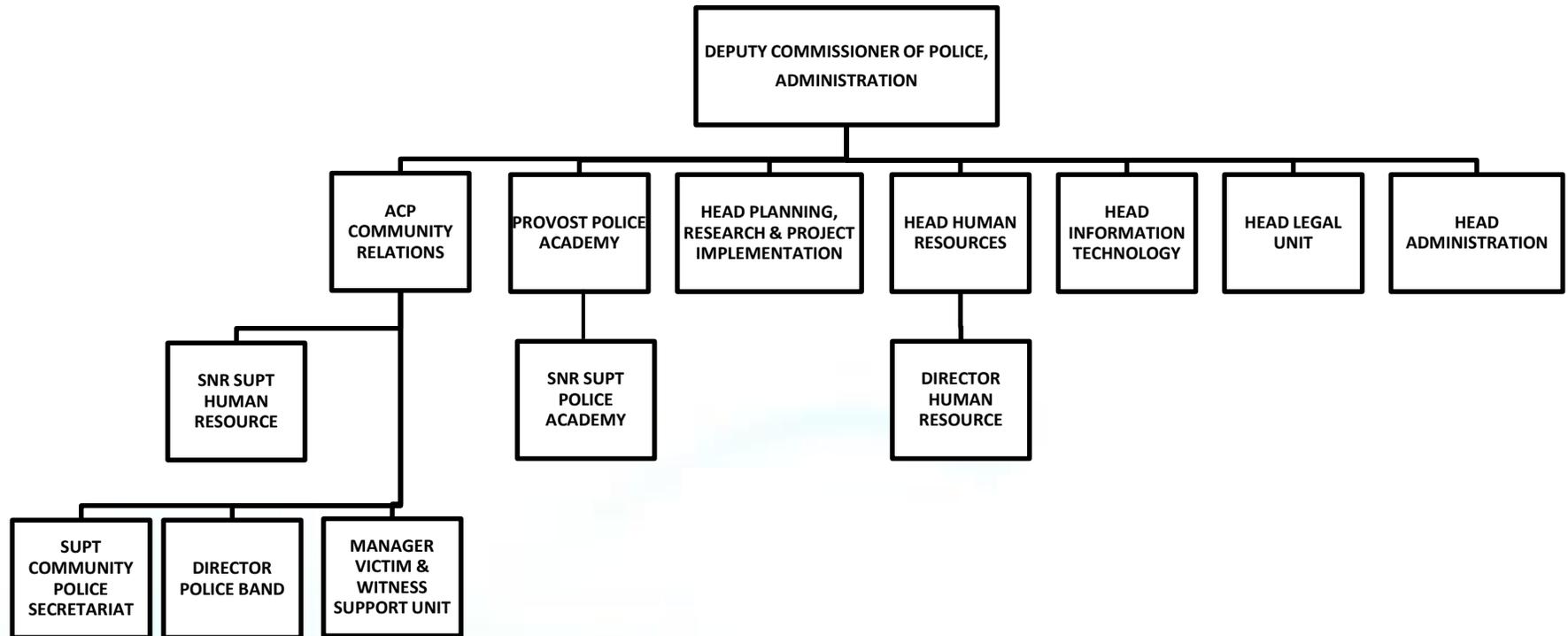
APPENDIX 1 Cont'd.

- Northern Division
- Eastern Division
- Southern Division
- South Western Division
- Central Division
- Professional Standards Bureau
- Guard and Emergency Branch
- Inter-Agency Task Force (I.A.T.F.)
- E-999/Rapid Response Unit (RRU)
- Court and Process
- Transport and Telecommunications Branch
- Financial Intelligence Branch (F.I.B.)
- Organized Crimes Narcotics and Firearms Bureau (O.C.N.F.B.)
- Fraud Squad
- Anti-Corruption Investigation Bureau (A.C.I.B.)
- Police Band
- Community Policing Secretariat
- Finance Branch
- Child Protection Unit (C.P.U.)
- Mobile/Operations
- Public Affairs Unit (P.A.U.)
- Police Academy
- Crime and Problem Analysis (C.A.P.A.) Branch
- Mounted and Canine Branch

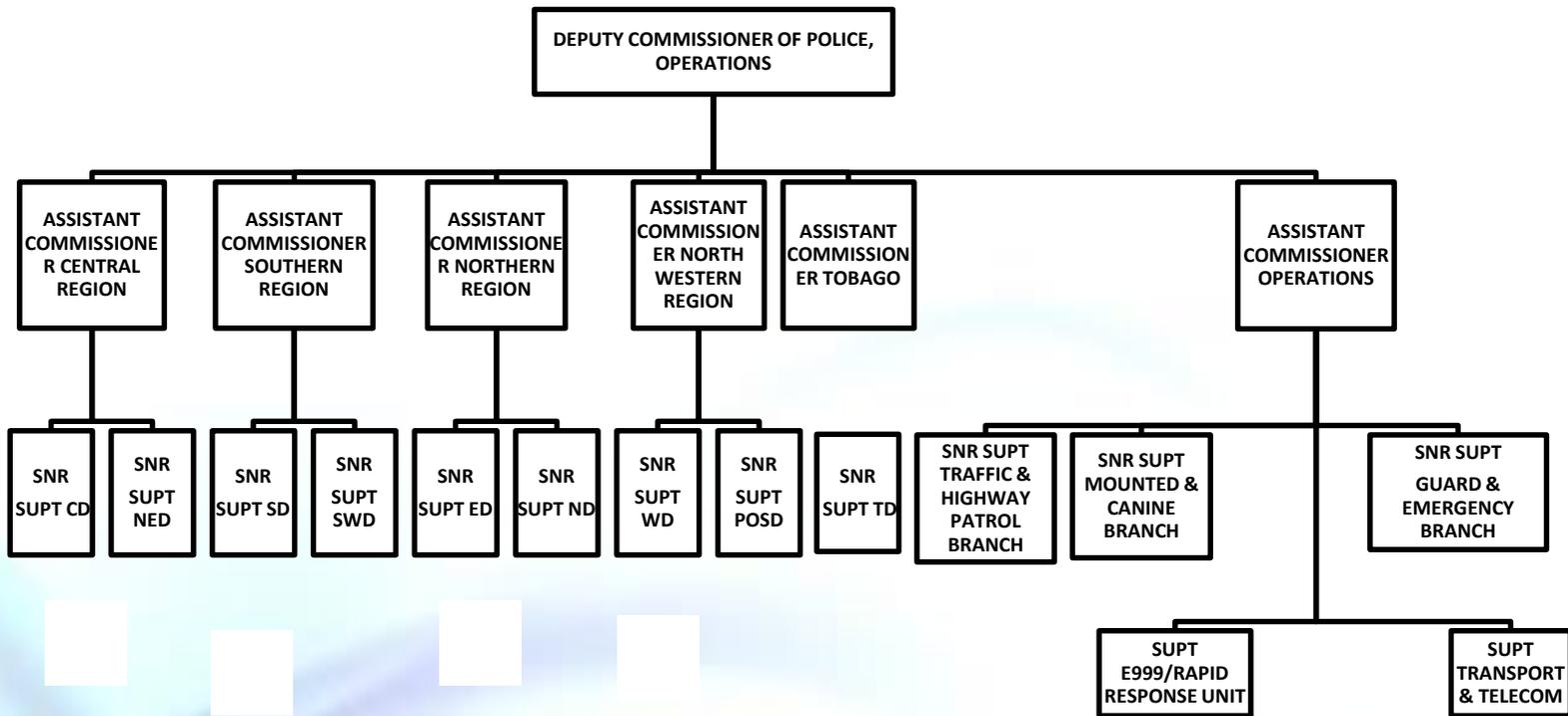
APPENDIX 2
ORGANIZATIONAL CHARTS



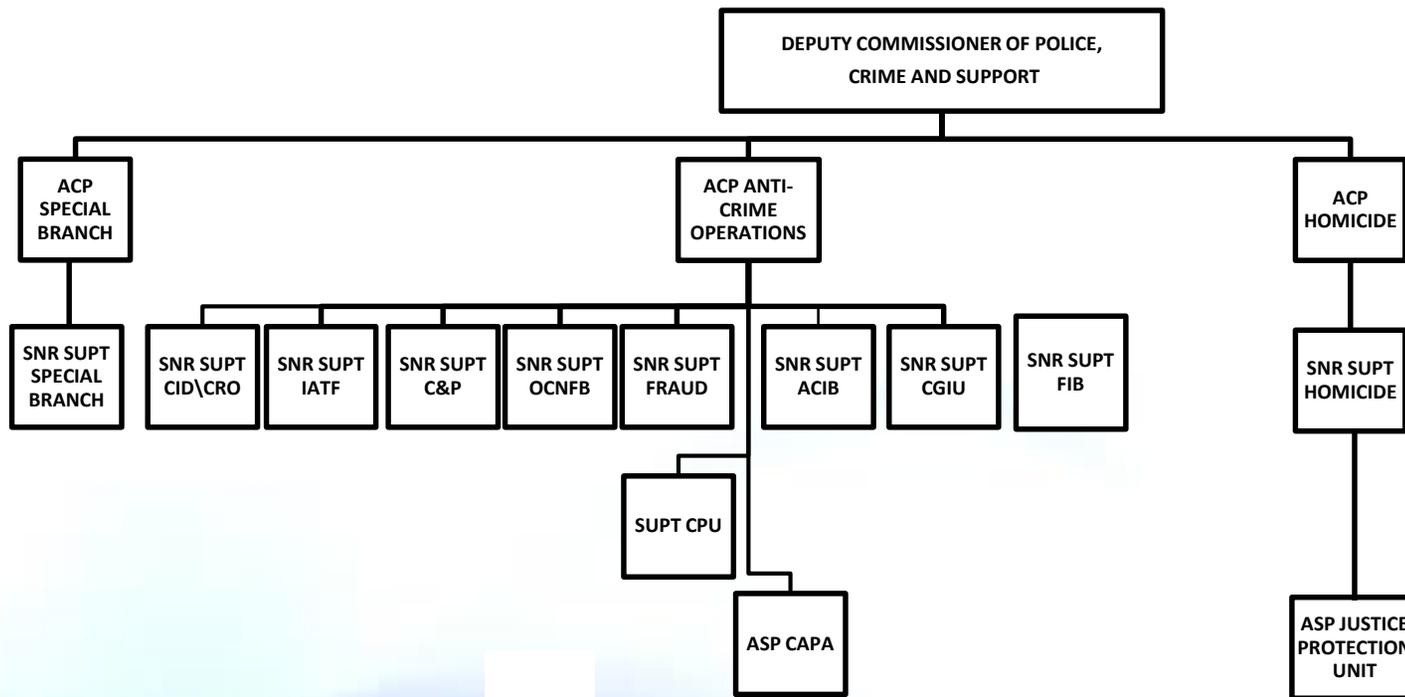
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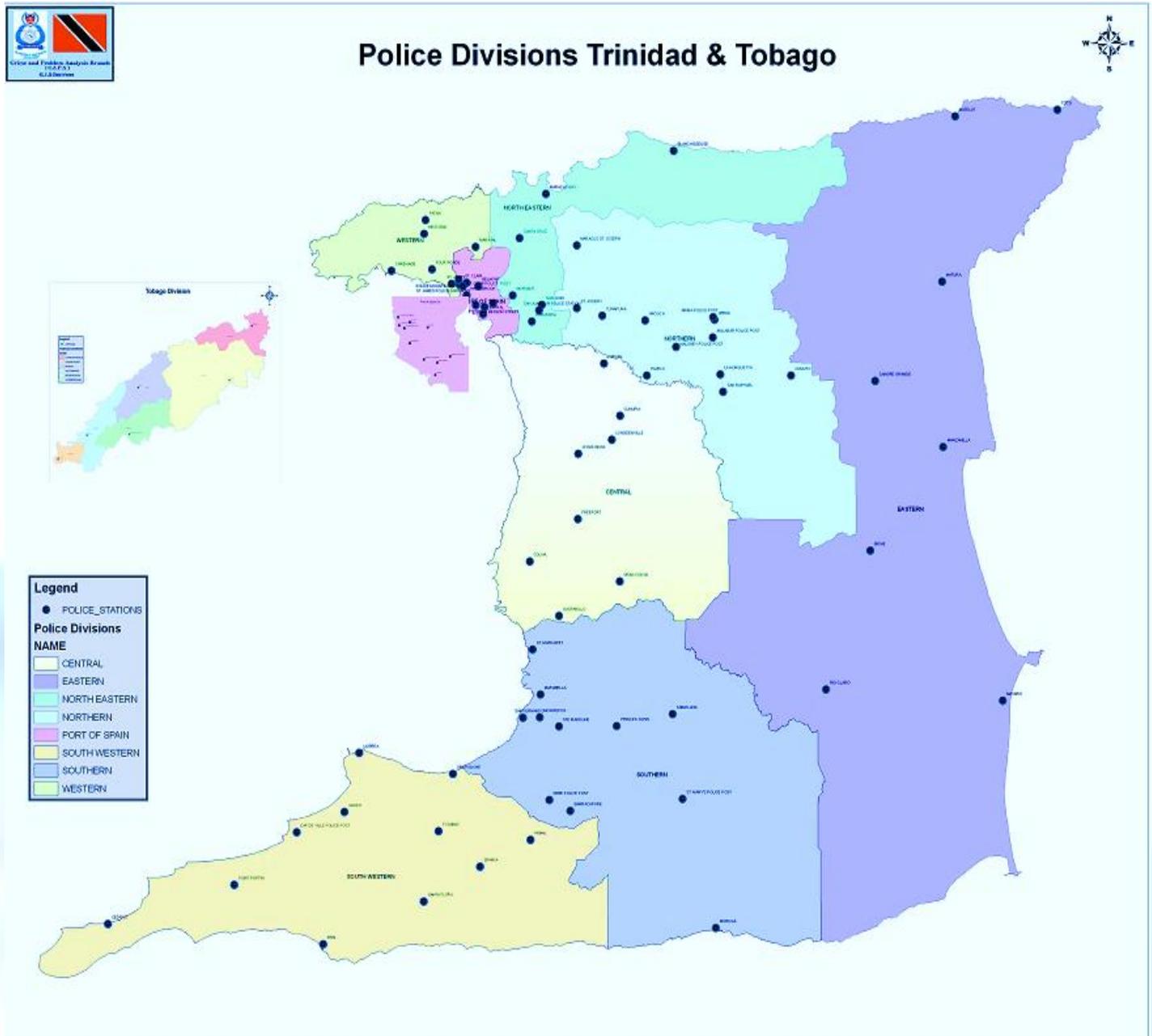
APPENDIX 2 Cont'd



APPENDIX 2 Cont'd



APPENDIX 3 - MAP OF POLICE DIVISIONS



APPENDIX 4

SECTIONS / UNITS / BRANCHES

1. Executive Management Services (EMS)
2. Planning Research and Project Implementation Unit
3. Legal Unit
4. Events Co-ordination Unit
5. Audio Visual Unit (AVU)
6. Public Affairs Unit (PAU)
7. Information Technology
8. Administration Unit
9. Internal Audit
10. CID/CRO
11. Crime and Problem Analysis (CAPA)
12. Organized Crime, Narcotics and Firearms Bureau (OCNFB)
13. Anti-Corruption Investigation Bureau (ACIB)
14. Criminal and Gang Intelligence Unit (CGIU)
15. Inter-Agency Task Force (IATF)
16. Anti-Kidnapping Unit
17. Fraud Squad
18. Court and Process Branch
19. INTERPOL
20. Guard and Emergency Branch (GEB)
21. Financial Investigations Branch (FIB)
22. Polygraph Unit
23. Police Band
24. Victim and Witness Support Unit (VWSU)
25. Police Hospital
26. Community Policing Secretariat
27. Police Academy
28. Human Resource Branch
29. Finance Branch
30. Finance and Accounts Unit
31. Mounted and Canine Branch
32. E-99 Rapid Response Branch
33. Traffic/Highway Patrol
34. Transport/Telecom Branch
35. Special Branch
36. Complaints Division
37. Professional Standard Bureau
38. Homicide Bureau
39. Child Protection Unit

APPENDIX 5

LIST OF POLICE STATIONS / POSTS

Central Division

Brasso
Caroni
Chaguanas*
Couva
Longdenville**
Las Lomas **
Cunupia
Freeport
Gran Couva
Las Lomas

Eastern Division

Biche
Manzanilla
Matelot
Mathura
Mayaro
Rio Claro
Sangre Grande*
Toco
Valencia**

Northern Division

Arima
Arouca
Cumuto
La Horquetta
Malabar
Maloney
Maracas/St. Joseph
Piarco
San Raphael
St. Joseph
Tunapuna*
Pinto**

North Eastern Division

Blanchisseuse
Morvant*
San Juan
Sub Station
Maracas Bay
Santa Cruz
Barataria

APPENDIX 5 Cont'd.

LIST OF POLICE STATIONS / POSTS

Port of Spain Division	Belmont Besson Street Central St. Clair Woodbrook St. Barbs**
Southern Division	Barrackpore Mon Repos Gasparillo Princes Town San Fernando* St. Margaret's St. Mary's** Marabella Moruga Debe** St. Madeline Tableland
South Western Division	Cedros Erin Fyzabad Guapo La Brea Oropouche Penal Cap De Ville** Point Fortin Santa Flora Siparia*
Western Division	Carenage Four Roads Maraval St. James* West End

APPENDIX 5 Cont'd.

LIST OF POLICE STATIONS / POSTS

Tobago Division	Charlotteville Crown Point Moriah Old Grange Roxborough Scarborough*
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* Divisional Headquarters

** Post

APPENDIX 6

NATIONAL PERFORMANCE FRAMEWORK EVALUATION TEMPLATE

EXPECTED IMPACT:										
Expected Results	Indicator	Baseline	Target			Means of Verification	Data Source	Data Collection Methodology	Frequency of Data Collection	Who is Responsible
			2017	2018	2019					

APPENDIX 7

STATISTICS: (2014, 2015 & 2016)

Data on Serious Crimes reported for the years 2014 – 2016

Crime Categories	2014	2015	2016
	rep	rep	Rep
Murders	405	420	462
Wounding & Shootings	558	600	522
Rapes, Incest & Other Sexual Offences	829	625	496
Serious Indecency	80	70	32
Kidnapping	94	106	75
Kidnapping for Ransom	3	4	3
Burglaries & Breakings	2592	2111	2188
Robberies	2672	2469	2595
Fraud Offences	223	592	1016
General Larceny	2364	1870	1950
Larceny Motor Vehicles	742	785	648
Larceny Dwelling House	289	237	238
Trafficking Narcotic	439	453	395
Other Serious Crimes	767	793	773
Total	12057	11135	11393

APPENDIX 7 Cont'd

Data on Violent Serious Crimes reported for the years 2014 - 2016

Violent Serious Crime Categories	2014	2015	2016
	Murders	405	420
Wounding & Shootings	558	600	522
Rapes, Incest & Other Sexual Offences	829	625	496
Serious Indecency	80	70	32
Kidnapping	94	106	75
Kidnapping for Ransom	3	4	3
Robberies	2672	2469	2595
Total	4641	4294	4185

Firearms Found/Seized for the years 2014 – 2016

Year	2014	2015	2016
Total	585	691	765

Data on Reports of Road Traffic Accidents for the years 2014 – 2016

Year	2014	2015	2016
Total	29534	28975	25563

Data on Fatal RTAs and Fatalities for the years 2014 – 2016

Year	2014	2015	2016
Fatal RTA	143	125	135
Fatalities	161	142	114

APPENDIX 7 Cont'd

Sanctioned and Actual Strength of Regular Police Officers for 2014 – 2016

	As at December 2014	As at December 2015	As at December 2016
Sanctioned Strength	7715	7715	7884
Actual Strength	6162	6684	6742

Recruitment Statistics: Regular Police Officers

Year	2014	2015	2016	Total
Number	457	301	156	914

Recruitment Statistics: Special Reserve Police (SRPs)

Year	2014	2015	2016	Total
Number	565	226	184	975