



# **TRINIDAD & TOBAGO POLICE SERVICE OPERATING PLAN 2015**

**BUILDING AN EXCEPTIONAL ORGANIZATION:  
ONE TEAM, ONE VISION**



## **VISION**

To make every place in Trinidad and Tobago safe

## **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

## **MOTTO**

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

## CORE VALUES

Our organization is defined by the following five (5) core values:

### **P**rofessionalism

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.

### **R**espect

We will exhibit respect, tolerance and sensitivity to everyone, irrespective of rank, status or class.

### **I**ntegrity

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.

### **D**ignity

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

### **E**xcellence

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.

**TABLE OF CONTENTS**

**INTRODUCTION** ..... 4

**TTPS IN CONTEXT:**

WHERE ARE WE NOW? ..... 5

WHERE DO WE WANT TO BE BY DECEMBER 31<sup>ST</sup> 2015? ..... 9

**ACTION PLAN 2015**..... 11

    HOW WILL WE GET THERE?..... 12

    TTPS STRATEGIC GOALS ..... 12

    STRATEGIC PLAN FLOW CHART 2015..... 13

    KEY PERFORMANCE TARGETS & ACTION ITEMS.....15

    STRATEGIC GOAL #1 – REDUCE & DETECT CRIME.....16

    STRATEGIC GOAL #2 – IMPROVE SAFETY ON OUR ROADWAYS & IN OTHER PUBLIC  
    PLACES ..... 24

    STRATEGIC GOAL #3 – IMPROVE CITIZEN-CENTRED SERVICE .....29

    STRATEGIC GOAL #4 – STRENGTHEN THE ORGANIZATION..... 36

**2015 KEY INITIATIVES** .....45

**CONCLUSION**..... 50

**APPENDIX**.....51

REVIEW OF TOTAL SRCs REPORTED FROM 1985 TO 2014 .....52

## **INTRODUCTION**

The year 2015 will be a defining year for the Trinidad & Tobago Police Service (TTPS) as it marks the tipping point for the control of violent crimes, especially murders. The organization is compelled to shift its operations to achieve ground breaking results. While our country (Trinidad & Tobago), has recorded the lowest annual total of serious crimes for the last 30 years (since 1985), violent crimes still persisted, with murders standing at four hundred and three (403) for 2014. The success of the TTPS will therefore be defined by the maintenance of low levels of serious crimes, an improvement in the detection rate and a significant reduction in murders.

The 2015 Operating Plan continues the work of the police service towards achieving its vision “to make every place in Trinidad and Tobago safe” through the four strategic goals that have been set in the TTPS Strategic Plan 2014 – 2016. However, unlike the year 2014 where all the strategic goals were given equal weighting, the 2015 Operating Plan will place the highest level of emphasis on the goal to “reduce and detect crime”.

The 2015 Operating Plan is presented in a similar way to the 2014 Plan with the goals, objectives and action items presented with clear implementation timelines and responsible persons being assigned to each. The plan is guided by the present context of the TTPS (Where are we now?), the short term future context (Where do we want to be by December 31<sup>st</sup> 2015?) and, is supported by a road map (How will we get there?) to direct us forward. Although the success of the operating plan is heavily dependent on the prevailing environment in 2015, which will see a general election being conducted with a reformed election process, the TTPS will continue to invest its best effort towards making every place in Trinidad and Tobago safe.

## **TTPS IN CONTEXT**

### **WHERE ARE WE NOW?**

We are at a very encouraging position in our organization's journey as Serious Crimes (SRCs)<sup>1</sup> have continued to trend downward. The 2014 total of twelve thousand and fifty five (12, 055) is the lowest number recorded in thirty (30) years, that is since 1985<sup>2</sup>. It surpassed the 2013 total of thirteen thousand one hundred and forty seven (13,147) SRCs which is the second lowest figure since 1985. Notwithstanding, murders continue to be the main challenge for the organization. This crime type heavily influences citizens' fear of crime and ultimately their perception of safety and security in the country. The TTPS must therefore maintain its momentum in reducing crime and simultaneously achieve a significant reduction in murders in 2015.

Within the environment, there are numerous factors which must be specifically considered in developing the operating plan for 2015. These factors include the economic implications of the falling oil prices in the global market, increased advocacy and legislative improvements for the protection of children, health risks for staff members from Chikungunya and Ebola which have implications for the workplace; the rapidly evolving technological landscape with a conundrum of advanced technologies; the level of protest action that is likely in a year with general elections; concerns with the terms and conditions of employment of staff, especially the issue of promotion of Officers; and the strained relationship with the public.

The global economy has been negatively impacted by the reduction in oil prices. This may result in an adjustment to budgetary allocations for the TTPS. Therefore, with immediate effect, the organization must look at austerity measures in order to be more efficient and creative in the way it utilizes the financial and other resources that are made available so that it will derive maximum benefit. The TTPS must improve its

---

<sup>1</sup> Serious Crimes is the collective term used by the TTPS to describe a group of crimes that include the following 13 offences: (i) murders, (ii) woundings & shootings, (iii) sexual offences, (iv) kidnapping, (v) kidnapping for ransom, (vi) burglaries & break-ins, (vii) robberies, (viii) fraud offences, (ix) general larceny, (x) larceny motor vehicles, (xi) larceny dwelling house, (xii) narcotic offences and (xiii) other serious crimes.

<sup>2</sup> See Appendix – Review of total SRCs Reported from 1985 to 2014

auditing, accounting and financial practices as well as all internal business processes to enhance the functional efficacy of the organization.

Domestic violence and violence against children continue to be major issues of concern. In 2014, the TTPS began collaborating with the Children's Authority to establish Child Protection Units (CPUs) across the country. In 2015, a CPU staffed by specially trained officers with the core purpose of investigating offences committed against children will be established in each of the nine (9) police geographical divisions. Sensitization and raising awareness about domestic violence will be advocated by our community police officers as they seek to strengthen collaboration with relevant stakeholders to reduce such incidence.

Absence management remains a challenge for the TTPS and the recent spread of Chikungunya and the panic spurred by the Ebola virus have compounded this situation. If not brought under control, the former will have direct impact on productivity and availability of manpower, as staff members' capacity to work will be diminished due to illness. Further, if officers believe that they are at-risk of contracting a life threatening virus such as Ebola, they are less likely to perform any duty that, to them, implies exposure. It is therefore important that the TTPS continues to partner with the Ministry of Health (MOH) to raise awareness and sensitise staff members about the Ebola virus. In furtherance of efforts to maximise productivity, an absence management policy will be implemented in 2015.

The police service is confronted with a rapidly evolving technological landscape where dynamic activities take place. These activities include cybercrime, money laundering, online terrorist recruitment and fraud, real-time data access, relationships existing within virtual communities and virtual information sharing. Consequently, we have adopted a prudent approach to guide our use of the conundrum of advanced technology in crime management and in maintaining safety and security. The use of Interpol databases, Mobile Adhoc Networking (MAN) Technology, body worn cameras, speed detection devices, electronic identification parades, automated digital recording of interviews,

GPS<sup>3</sup>, GIS<sup>4</sup>, geofencing, AFIS<sup>5</sup> and haemostatic (“quick clotting”) bandages are some of the tools that the TTPS will be employing in its day to day operations as it moves forward.

The occasion of general elections is an exciting and critically important one for the citizens of this country. It brings with it the opportunity for every citizen to exercise his democratic franchise towards the election of a government of his choice. This year’s general elections will be unique for the people as it involves a reformed election process. The TTPS must be fully prepared to effectively deal with any situation that may arise in the periods leading up to, during and immediately following the general elections. The trade union movement has already published that it will be leading heightened protest actions and as such, increased protest can be expected.

Employee engagement, partnership with citizens and communities and the TTPS operating as a functional organization form a triad that represents the most critical relationships required for successful implementation of the 2015 Operating Plan.



---

<sup>3</sup> Global Positioning System

<sup>4</sup> Geographic Information System

<sup>5</sup> Automated Fingerprint Identification System



These relationships must be nurtured in 2015 by paying special attention to priority issues of each stakeholder and taking the necessary collaborative actions. Promotion among officers is critical for morale; and the implementation of a new promotion system for Second Division Officers (SDOs) is one key deliverable to these employees in 2015. Regional staff meetings<sup>6</sup> at which employees get the opportunity to communicate directly with the Commissioner of Police (CoP) and Deputy Commissioners of Police (DCPs) on the direction in which the leadership will be taking the organization and get direct feedback about their major concerns will now be held bi-annually to encourage relationship between staff and leadership, foster teamwork and stimulate discourse for building an exceptional organization.

Without a relationship with the public that is characterized by confidence and trust, the work of the TTPS will go to naught. In 2015, community outreach activities, customer service improvement initiatives, enhanced positive engagement of youths via Police Youth Clubs (PYCs) and special initiatives that are geared towards specific groups of persons are the core projects that will strengthen that important relationship between the TTPS and the people who it serves. Simultaneously, the internal systems and processes of the organization will be improved to enhance its functionality.

---

<sup>6</sup> Regional meetings were initiated in 2014. Four (4) were held between October 26<sup>th</sup> and November 14<sup>th</sup> 2014: (1) Northern Eastern & North Eastern (2) Tobago (3) POS & Western (4) Southern, Central & South Western Divisions respectively.

**WHERE DO WE WANT TO BE BY DECEMBER 31<sup>ST</sup> 2015?**

The 2015 operating plan will take the police service to the end of the second annual milestone in its three year strategic plan journey “to make every place in Trinidad & Tobago safe”. This progressive accomplishment will be clearly defined by the recognizable changes in the environment.

Since murders are used as an international barometer to measure the level of crime in a country, it is envisaged that Trinidad & Tobago will record its lowest annual total of murders for the past six (6) years. Police officers who arrive on the scene of a crime where persons are seriously injured and bleeding profusely will be able to apply haemostatic bandages to the visible wounds. This will quickly stop the bleeding and therefore minimise the risk of death due to blood loss. The accomplishment with murders will be complemented by the annual total of SRCs in 2015 being lower than the 2014 figure. The management of legal firearms and the control of illegal firearms will be enhanced by the establishment of a National Firearms Registry and a Vetted (investigative and regulatory) Firearms Unit.

For the first time in Trinidad and Tobago, selected police officers will be carrying body worn cameras which will record the incidents that occur whilst officers are on duty. This activity will provide officers with the opportunity to use the recorded footage to account for their actions in the performance of their duties and ultimately improve police legitimacy. There will be an increase in the presence of police officers in uniform patrolling our highways and other public places with a commensurate increase in the breath testing of drivers. Further, all our main roads and highways will be monitored by police officers using speed detection devices. There will be fewer road deaths and fatal road traffic accidents (RTAs) in 2015 than in 2014.

A new system for the promotion for Second Division Officers (SDOs) will be implemented in 2015. Additionally, the Employee Assistance Programme (EAP) will be formalised and a peer counselling programme to broaden the support network available

to TTPS staff will be launched. A C.A.R.E.<sup>7</sup> programme that is dedicated to providing holistic support to staff members and a transition to retirement programme will also be operationalized in 2015.

Police officers will receive additional training in customer service which will contribute to an improvement in the delivery of service to citizens wherever they interact with police officers. Additional initiatives such as the placement of customer service representatives (CSRs) in selected stations and the “mystery customer” will also contribute to the improvement in customer service delivery. A Child Protection Unit will be established in each of the nine police geographical divisions, a Sex Offenders Registry will be created to record the particulars of these offenders and community outreach activities will be vibrant and engaging.

It is envisaged that at the close of 2015 crimes, especially murders, will be significantly reduced, our roadways and other public places will be safer, the TTPS and the public will enjoy a relationship that is characterized by mutual respect, confidence and trust; citizens will feel safer and more secure, and the organization will be a more holistic and functional one.

---

<sup>7</sup> Committed Accessible Responsive Engagement – This programme will be operationalized by the HR Department

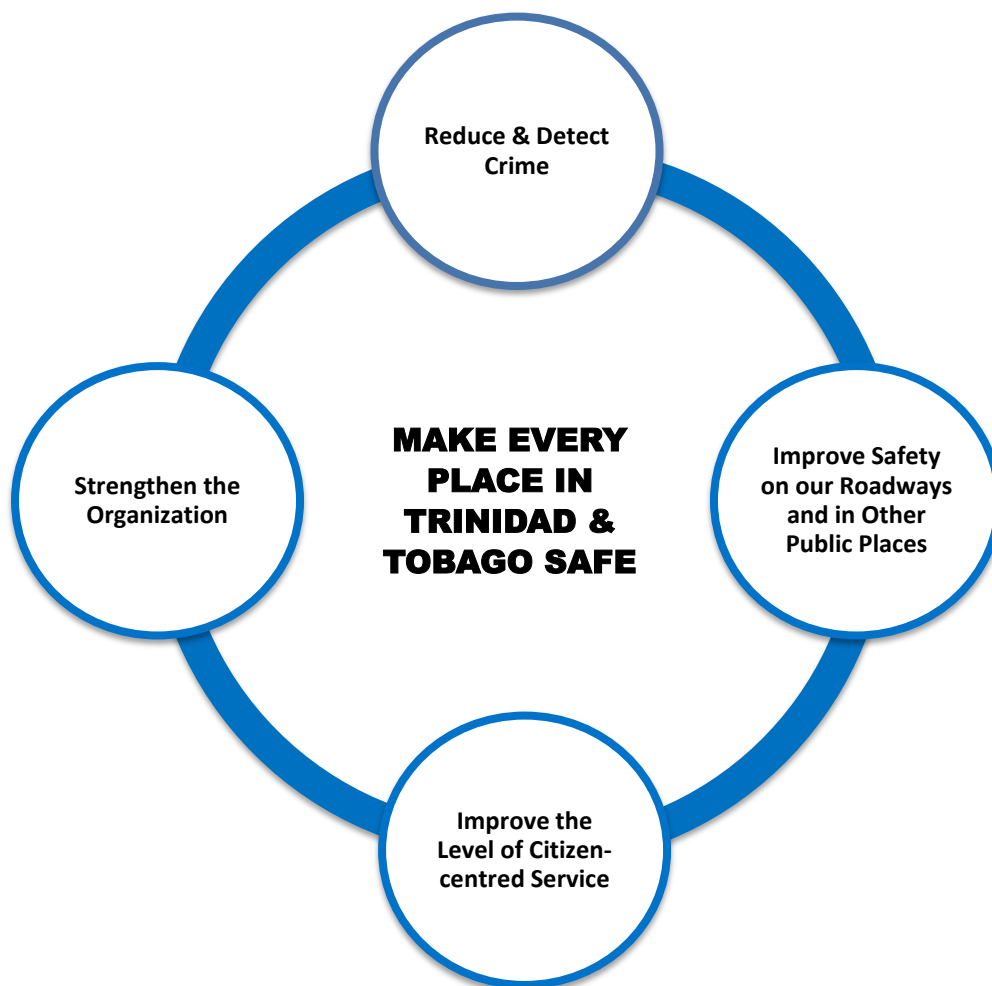
# **ACTION PLAN 2015**

## HOW WILL WE GET THERE?

As we continue to work towards our vision of making every place in Trinidad and Tobago safe, execution of the 2015 operating plan by way of purposeful focussed leadership, team work and exceptional collaboration will propel us forward. Implementation of each action item and the key initiatives of the plan will be driven by the assigned responsible persons and progress will be monitored and tracked by a specially selected team.

The four strategic goals and the strategic objectives are presented respectively in *Figure 1. TTPS Strategic Goals 2015* and *Figure 2. Strategic Plan Flow Chart*.

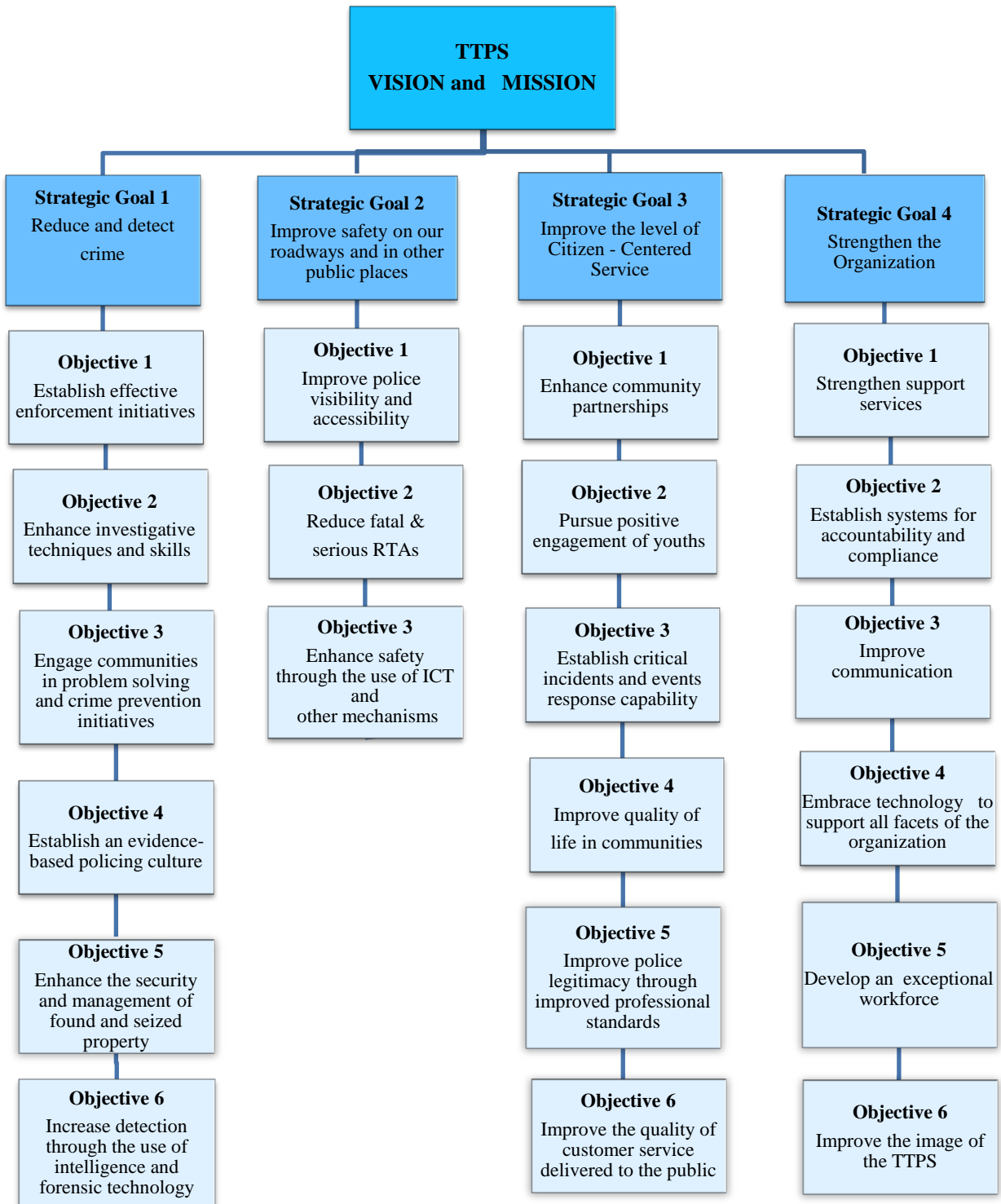
Figure 1. TTPS Strategic Goals 2015



## THE STRATEGIC PLAN FLOW CHART 2015

The Strategic Plan Flow Chart includes the four strategic goals that are being pursued by the TTPS and the objectives that are applicable to each goal. With the exception of the strategic goal “improve safety on our roadways and in other public places”, the flow chart has remained consistent with what was originally laid out in the TTPS Strategic Plan 2014 – 2016 *Building an Exceptional Organization: One Team, One Vision*. *Objective 4 “enhance safe driving”* and the related action items were assessed as being amply represented in the other three (3) objectives of this goal. Therefore, in the 2015 operating plan, the original four (4) objectives were amended to three (3) and the related action items were absorbed accordingly. The revised strategic plan flow chart is presented in Figure 2.

Figure 2. Strategic Plan Flow Chart 2015<sup>8</sup>



<sup>8</sup> The 2015 flow chart is revised from the original. See TTPS Strategic Plan 2014 – 2016 at [www.ttps.gov.tt](http://www.ttps.gov.tt) for the original Strategic Plan Flow Chart.

**KEY PERFORMANCE TARGETS AND ACTION ITEMS**

The key performance targets and the specific action items that have been assigned to each goal are highlighted in the following tables. The responsible persons who are assigned to each action item will be supported in the execution by their selected team member(s). Each responsible person must ensure that each item is fully operationalized and implemented. Progress will be monitored and tracked by a specially selected team attached to the office of the Commissioner of Police.



**Table 1.0 Key Performance Targets for Goal #1: Reduce & Detect Crime**

PERFORMANCE AREAS 2015		PERFORMANCE TARGETS 2015
1	Serious Crimes	5% Reduction
2	Violent Crimes	20% Reduction
3	Murders	20% Reduction
4	Detection rate (Serious Crimes)	30%
5	Detection rate (White Collar Crimes <sup>9</sup> )	10% Increase
6	Seizure of illegal firearms	5% Increase
7	Hotspots policing strategy	Implementation in targeted stations
8	Strengthening of key specialist units	Strengthen key specialist units via <ul style="list-style-type: none"> <li>- training</li> <li>- human resources</li> <li>- technological resources</li> </ul> to improve detection
9	Digital recording of interviews of suspects	Implementation in at least 5 locations in Trinidad & Tobago
10	Establishment of functional Criminal Case Management Units	One functional Criminal Case Management Unit in each Division
11	National Firearms registry	Establishment of a National Firearms Registry
12	Registry for sex offenders	Establishment of a registry for sex offenders
13	Neighbourhood watch groups	Facilitate the establishment of at least 12 new neighbourhood watch groups across Trinidad & Tobago

<sup>9</sup> Offences under the Proceeds of Crime Act Chapter 11:27, in particular money laundering

**Table 1.1 Action Items to Establish Effective Enforcement Initiatives**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.1</b> – Establish effective enforcement initiatives	
Action Items	
1	Continue to produce and broadcast the TTPS one hour week-day programme “Beyond the Tape”, which is a public awareness initiative geared towards helping citizens to become more security conscious and co-operative in the fight against crime
2	Lobby for changes to be made to legislation and government policies that have direct impact on crime control
3	Expand the violent crime reduction initiatives with emphasis on removing firearms from the streets
4	Implement a <i>National Firearms Registry</i> to provide a proper system of accountability for firearms
5	Establish a <i>Vetted Firearms Unit</i> to regulate and investigate firearms
6	Lobby government to pursue the establishment of a CARICOM treaty to permit regional arrest warrants
7	Refine the counter Transnational Organized Crime (TNOG) strategy

**Table 1.2 Action Items to Enhance Investigative Techniques and Initiatives**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.2</b> – Enhance investigative techniques and initiatives	
Action Items	
1	Continue to strengthen key specialist units <sup>10</sup> on a phased basis via training, human and technological resources to improve detection
2	Initiate discussions with other agencies such as the Trinidad & Tobago Defence Force, Strategic Services Agency (SSA), National Operations Centre (NOC), National Security Training Academy (NSTA), Customs and Traffic Wardens to develop SOPs <sup>11</sup> and MOUs <sup>12</sup> that will enable effective collaboration
3	Enhance detection of white collar crimes <sup>13</sup> by expanding training and strengthening investigative techniques of the Financial Investigation Branch, Cyber Crime Unit and the Fraud Squad
4	Implement key recommendations to improve the performance of the Financial Investigations Branch (FIB) <sup>14</sup>
5	Establish a functional Criminal Case Management Unit in each Division

<sup>10</sup> Criminal Gang Intelligence Unit (CGIU), FIB, Special Branch, Fraud Squad, Cyber Crime, Organized Crime Narcotics and Firearms Bureau (OCNFB), Anti-Corruption Investigation Bureau (ACIB) and Professional Standards Bureau

<sup>11</sup> Standard Operating Procedures

<sup>12</sup> Memorandum of Understanding

<sup>13</sup> The Fraud Squad definition will be used

<sup>14</sup> These key recommendations are highlighted in the report *The 2014 Operational Review of the FIB*.

**Table 1.2 continued**

<b>Strategic Goal 1 – Reduce and Detect Crime</b>	
<b>Objective 1.2 – Enhance investigative techniques and initiatives</b>	
<b>Action Items</b>	
6	Train and develop officers in various areas of criminal investigation <sup>15</sup>
7	Target and dismantle gangs on a priority basis as guided by the CGIU list
8	Establish a Sex Offender Registry to record the particulars of sex offenders
9	Engage Interpol to access an increased number of databases
10	Implement digital recording of interviews of suspects selected locations in Trinidad & Tobago
11	Implement electronic identification parades to enhance the process for identification of suspects within three months of the regulations being published
12	Implement a system to grade criminal investigations by using solvability factors to guide the investigative process
13	Re-establish and post the “most wanted list” in all police stations and on the Police web page to improve crime detection
14	Lobby for the establishment of a DNA database

<sup>15</sup> See 2015 Police Training Academy training plan for courses that are related to training in criminal investigation

**Table 1.3 Action Items to Engage Communities in Problem Solving and Crime Prevention Initiatives**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.3</b> – Engage communities in problem solving and crime prevention initiatives	
Action Items	
1	Enhance the <i>Hearts and Minds</i> programme to reduce violent crimes in Laventille and environs by way of <ul style="list-style-type: none"> <li>- expanding programme coverage</li> <li>- content</li> <li>- human resources</li> <li>- technological resources</li> </ul>
2	Conduct monthly community-based meetings in the police geographical Divisions
3	Facilitate the establishment of at least 12 new neighbourhood watch groups across Trinidad and Tobago
4	Structure and expand the primary school support project to a targeted number of schools in each police geographical division
5	Design a structured single parent assistance initiative which focuses on providing parenting support
6	Implement the single parent assistance initiative in Laventille
7	Re-establish Community Action Councils (CAC) in each police geographical division to get greater community involvement in crime control

**Table 1.4 Action Items to Establish an Evidence-Based Policing Culture**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.4</b> – Establish an Evidence-Based policing culture	
Action Items	
1	Implement the hotspots policing strategy in targeted stations
2	Train two hundred (200) police officers of varied ranks in Evidence-based Policing
3	Upgrade the Crime and Problem Analysis Branch (CAPA) by providing <ul style="list-style-type: none"> <li>- increased staffing</li> <li>- training</li> <li>- tools &amp; equipment</li> </ul>
4	Conduct experiments and quasi experiments on specially selected policing and crime control strategies: (1) body worn cameras and (2) haemostatic (“quick clotting”) bandages
5	Explore the use of Predictive Policing to forecast crime and identify potential offenders

**Table 1.5 Action items to Enhance the Security and Management of Seized Property**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.5</b> – Enhance the security and management of found and seized property	
Action Items	
1	Review and revise the procedures for the management and accountability of seized and found property
2	Upgrade the facilities for storage of property in targeted locations as determined by the review conducted in (1) above
3	Train all property keepers in the effective management of property

**Table 1.6 Action Items to Increase Detection Through the Use of Intelligence & Forensic Technology**

<b>Strategic Goal 1</b> – Reduce and Detect Crime	
<b>Objective 1.6</b> – Increase detection through the use of intelligence and forensic technology	
Action Items	
1	Increase the TTPS covert surveillance capacity by training at least 20 surveillance officers from CGIU and Special Branch in the use of advanced surveillance techniques and technology
2	Implement an Informant Handling Policy to manage the relationship between police offices and human intelligence sources
3	Lobby for improvement of facilities at the Forensic Science Centre to speed up processing and delivery of forensic results to the police service
4	Institutionalize the use of social networks and other ICT forums to assist with crime detection
5	Formally establish the TTPS Polygraph Unit and provide the necessary manpower, tools & equipment
6	Partner with key stakeholders to establish a Youth Crime Stoppers programme in schools
7	Establish a real-time cyber centre in keeping with the legislation by focusing on: <ul style="list-style-type: none"> <li>- standard operating procedures</li> <li>- infrastructure</li> <li>- training</li> <li>- equipment</li> <li>- staffing</li> </ul>



**Table 2.0 Key Performance Targets for Goal #2: Improve the safety on our roadways and in other public places**

PERFORMANCE AREAS 2015		PERFORMANCE TARGETS 2015
1	Road Traffic Accidents	10% Reduction
2	Fatal Road Traffic Accidents	10% Reduction
3	Highway patrols	10% Increase
4	Mobile patrols (including high-way patrol)	5% Increase
5	Foot patrols	5% Increase
6	Bicycle patrols (Tobago Division)	5% Increase
7	Acquire speed guns	400 Speed guns
8	Persons tested for alcohol in breath	At least 1200 persons tested for alcohol in breath exceeding prescribed limit
9	Voluntary breath-testing exercises	At least 50 conducted in 2015
10	Number of persons who were breath-tested during voluntary breath-testing exercises	At least 200 persons tested during voluntary breath-testing exercises
11	Acquire trauma kits to improve officers' emergency response to serious injuries	Acquire at least 400 trauma kits
12	Training in the use of trauma kits	Train 500 additional officers in the use of haemostatic ("quick clotting") bandages
13	Training in the use of breathalyser kits	Train 180 additional breath testing technicians

**Table 2.1 Action Items to Improve Police Visibility and Accessibility**

<b>Strategic Goal 2</b> – Improve Safety on our Roadways and in Other Public Places	
<b>Objective 2.1</b> – Improve Police visibility and accessibility	
Action Items	
1	Implement “people-centred foot patrols” to improve the interaction between the police and the people
2	Increase the number of mobile patrols across Trinidad & Tobago
3	Increase bicycle patrols in the Tobago Division
4	Implement a Tourist-Oriented Policing strategy in the Tobago Division

**Table 2.2 Action Items to Reduce Fatal and Serious Road Traffic Accidents (RTAs)**

<b>Strategic Goal 2</b> – Improve Safety on our Roadways and in Other Public Places	
<b>Objective 2.2</b> – Reduce fatal and serious road traffic accidents (RTAs)	
Action Items	
1	Acquire speed guns and train officers to use them
2	Increase the number of trained Breath Testing Technicians
3	Continue training for officers to increase their knowledge and understanding of motor vehicle and road traffic laws and the relevant investigative practices
4	Continue to establish voluntary breath-testing check points across Trinidad & Tobago
5	Continue the Road Safety Awareness and Traffic Law Education Campaign (iRoadSafe)
6	Expand the road policing strategy by (1) incorporating the recommendations from the 2014 RTA study and (2) implementing the Select Traffic Enforcement Programme (S.T.E.P.)

**Table 2.2 continued**

<b>Strategic Goal 2</b> – Improve Safety on our Roadways and in Other Public Places	
<b>Objective 2.2</b> – Reduce fatal and serious road traffic accidents (RTAs)	
Action Items	
7	Promote safe driving by targeting commuters through the implementation of a Passenger & Pedestrian Safety Awareness Campaign
8	Lobby for the implementation of a “points system” in which penalty points are assigned to drivers for traffic offences
9	Recommend the implementation of the “Safe Road System” to Ministry of the Works and Transport and other key stakeholders

**Table 2.3 Action Items to Enhance Safety Through the Use of ICT and Other Mechanisms**

<b>Strategic Goal 2</b> – Improve Safety on our Roadways and in Other Public Places	
<b>Objective 2.3</b> – Enhance safety through the use of ICT and other mechanisms	
Action Items	
1	Implement the use of laser speed guns for speed control and detection
2	Promote safety through the print and electronic media
3	Maximise the use of Close Circuit Television (CCTV) cameras
4	Provide 400 trauma kits for officers' use <sup>16</sup>
5	Minimise risk of death due to loss of blood by training 500 additional officers in the use of haemostatic (“quick clotting”) bandages
6	Make recommendations to the Ministry of Transport for the use of speed detection cameras at key locations on our roadways
7	Lobby for the implementation of an E-ticketing system and upgrade the Fixed Penalty Notice System to issue E-tickets
8	Lobby for the introduction of CCTV cameras at traffic lights

<sup>16</sup> The trauma kits will be equipped with haemostatic (“quick clotting”) bandages.

**Table 3.0 Key Performance Targets for Goal #3: Improve the level of citizen- centred service**

<b>PERFORMANCE AREAS 2015</b>		<b>PERFORMANCE TARGETS 2015</b>
1	Assignment of Police Liaison Officers (PLOs) to Police Youth Clubs (PYCs)	35 officers assigned
2	Assignment of School Liaison Officers (SLOs) to selected schools	35 officers assigned
3	Police Misconduct	10% Reduction
4	Establishment of a new Professional Standards Unit	Establishment of a new Professional Standard Unit
5	Customer Service Training	1,000 officers trained
6	Training of officers to respond to critical incidents and emergencies	200 officers trained
7	Training of officers in first aid	500 officers trained
8	Customer Service Representatives (CSR)	One CSR placed in each of at least 20 stations
9	Mystery Customer initiative	Implementation

**Table 3.1 Action Items to Enhance Community Partnerships**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.1</b> – Enhance Community Partnerships	
Action Items	
1	Establish a school support system by assigning one Police Officer to each selected secondary school. This Officer shall be the School Liaison Officer.
2	Continue to deliver customer service training to all TTPS employees (Police & Civilians)
3	Implement a school intervention programme that includes an expansion of the anti-bullying campaign
4	Expand the Community Outreach Caravan to increase police participation and support for community based activities eg. utilizing the Police Band

**Table 3.2 Action Items for Positive Engagement of Youths**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.2</b> – Pursue Positive engagement of youths	
Action Items	
1	Improve the framework for Police Youth Clubs to make them more functional
2	Assign a Police Liaison Officer to selected Police Youth Clubs
3	Develop and implement public education programs and intervention initiatives targeting the youths
4	Implement a Police Youth Officer Mentorship Programme with the aim of deterring youths from criminal activities
5	Establish a Police Youth Band



**Table 3.3 Action Items to Establish Critical Incidents and Events Response Capability**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.3</b> – Establish critical incidents and events response capability	
Action Items	
1	Formalise the establishment of a Critical Incidents, Events and Disaster Co-ordination Unit
2	Establish protocols of engagement for partnership with agencies that are involved in the management of critical incidents & emergencies, such as NOC <sup>17</sup> , ODPM <sup>18</sup> , TTDF <sup>19</sup> and the CAA <sup>20</sup>
3	Train sixty (60) officers of varied ranks to improve their level of readiness for critical incidents and emergencies
4	Review and finalize with ODPM the draft Civil Protection Plan
5	Provide four hundred (400) first aid kits for officers' use
6	Conduct training of at least 500 selected officers in first aid

---

<sup>17</sup> National Operations Centre

<sup>18</sup> Office of Disaster Preparedness Management

<sup>19</sup> Trinidad & Tobago Defence Force

<sup>20</sup> Civil Aviation Authority

**Table 3.4 Action Items to Improve Quality of Life in Communities**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.4</b> – Improve quality of life in communities	
Action Items	
1	Enhance the capacity of the Victim & Witness Support Unit (VWSU) to provide support to victims and witnesses of crime by strengthening its: <ul style="list-style-type: none"> <li>- structure</li> <li>- administration</li> <li>- training for staff</li> <li>- human resources</li> </ul>
2	Develop a plan of action in collaboration with relevant stakeholders to address the incidence of domestic violence
3	Train 1000 officers to increase their awareness of domestic violence and enhance their ability to effectively manage these matters
4	Establish a Child Protection Unit
5	Expand the public awareness campaign on the Police Service and its activities as well as safety and security

**Table 3.5 Action Items to Improve Police Legitimacy through Improved Professional Standards**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.5</b> – Improve police legitimacy through improved professional standards	
Action Items	
1	Establish a new Professional Standards Unit to investigate all police shooting incidents as well as to deal with police corruption and misconduct in a speedy manner
2	Implement a monthly police conduct & discipline outreach caravan
3	Enhance transparency of the TTPS by publishing notable disciplinary actions taken against errant Police Officers

**Table 3.6 Improve Quality of Customer Service Delivered**

<b>Strategic Goal 3</b> – Improve the level of Citizen- Centred Service	
<b>Objective 3.6</b> – Improve quality of customer service delivered to the public	
Action Items	
1	Establish a “Customer Feedback System” in each Police station to allow customers to share their experience of the service they received and make recommendations for improvement when necessary
2	Implement a customer service remediation programme to address feedback from the <i>Mystery Customer Initiative</i> and the <i>Customer Feedback System</i>
3	Establish Customer Service Representatives or “Help Desks” in at least one police station in each division
4	Implement the “Platinum Police Officer” initiative which aims to encourage Officers to become model Police Officers
5	Implement “Police Station of the Month” initiative with the aim of motivating officers to improve in the performance of their duties

**Table 4.0 Key Performance Targets for Goal #4: Strengthen the Organization**

<b>PERFORMANCE AREAS 2015</b>		<b>PERFORMANCE TARGETS 2015</b>
1	System for promoting Second Division Officers	Implement a new system
2	Recruitment of officers	800 officers recruited
3	Flexible shift system	Implementation in selected stations
4	Absence Management Unit	Implement 1 in each of the nine police geographical divisions
5	Use of Force Policy	Implement a revised Use of Force Policy to include the usage of non-lethal weapons along the use of force continuum
6	Recruitment to fill approved and vacant contract positions for Heads of Departments	Fill approved and vacant contract positions for Heads of Departments
7	Mobile Adhoc Networking (MAN) technology	Expansion of (MAN) technology
8	Peer counselling training	Train at least 110 officers

**Table 4.1 Action Items to Strengthen Support Services**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.1</b> – Strengthen Support Services	
Action Items	
1	Develop and implement a recruitment plan to eliminate the shortage of officers in the TTPS
2	Recruit persons to fill all approved vacant contract positions for Heads of Department
3	Develop and implement a strategic HR plan
4	Computerize processes of the Finance Branch beginning with areas of priority such as Pension and Leave Records, Medical Records and the Registry Section
5	Train one hundred and ten (110) officers in peer counselling to expand support systems available to officers
6	Formalise the TTPS EAP <sup>21</sup> by: <ul style="list-style-type: none"> <li>- documenting the EAP plan</li> <li>- developing the SOPs</li> <li>- providing the complement of staff required</li> </ul>
7	Publish a TTPS Major Events Manual as a guide for promoters as well as internal and external stakeholders
8	Establish a nursery for children of employees of the TTPS

---

<sup>21</sup> Employee Assistance Programme

**Table 4.2 Action Items to Establish Systems for Accountability and Compliance**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.2</b> – Establish systems for accountability and compliance	
Action Items	
1	Implement an Absence Management policy
2	Implement the revised Use of Force Policy
3	Conduct a manpower audit
4	Critically review fleet management areas of accountability, control, procurement maintenance and disposal
5	Critically review the internal financial audit function
6	Implement an Occupational Safety and Health (OSH) Strategy
7	Develop and implement a control system for the management of extra duty activities
8	Establish a Monitoring and Evaluation Unit to conduct operational audits and appraise projects and programmes

**Table 4.2 continued**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.2</b> – Establish systems for accountability and compliance	
Action Items	
9	Initiate a critical review and reengineering of TTPS internal business processes on a phased-basis, beginning with Finance and Human Resource Branches, to facilitate implementation of action items <sup>22</sup>
10	Review the Performance Management and Appraisal System of the TTPS to ensure that Officers receive fair and objective ratings for their work performance
11	Revise selected Standing Orders of the TTPS to ensure that the Organization's directives are current and relevant
12	Develop a code of conduct for contract employees
13	Establish an Absence Management Unit in each of the nine police geographical divisions

<sup>22</sup> *Action items* refer to those specified in the TTPS Operating and Strategic Plans as well as any other action items specified in Departmental or other plans that are pertinent to the TTPS



**Table 4.3 Action Items to Improve Communication**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.3</b> – Improve Communication	
Action Items	
1	Develop and implement a communication strategy to improve internal and external communication
2	Upgrade to a state of the art communication system that includes GIS technology, GPS tracking and geofencing
3	Upgrade the wireless communication system to ensure that there is effective coverage across Trinidad and Tobago
4	Implement an upgraded IP/PBX system across the TTPS
5	Implement a monitoring system for the TTPS website and portal to ensure that content is kept current and accurate
6	Implement the “One Voice” initiative that emphasises standardized communication between TTPS and the media

**Table 4.4 Action Items to embrace technology to support all facets of the Organization**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.4</b> – Embrace technology to support all facets of the Organization	
Action Items	
1	Develop the ICT strategic plan
2	Review data management processes <sup>23</sup> to improve integrity and increase the usefulness of data in research
3	Upgrade the data management system of the Criminal Records Office (CRO) from manual to electronic (AFIS) <sup>24</sup>
4	Publish crime data on the TTPS website on a monthly basis to provide the public with timely access to the information
5	Expand Mobile Adhoc Networking (MAN) technology
6	Establish a firearm simulator suite to train all frontline Officers in the use of firearms under pressured conditions
7	Operationalize TTPS Libraries
8	Acquire voice to text converter software to enhance the investigative process

<sup>23</sup> These processes will be targeted based on recommendations from the Head of IT

<sup>24</sup> Automated Fingerprint Identification System

**Table 4.5 Action Items to Develop an Exceptional Workforce**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.5</b> – Develop an exceptional workforce	
Action Items	
1	Develop and implement a new promotion system for Second Division Officers
2	Develop a reward and recognition system for all staff which will include an annual Awards Ceremony
3	Establish a Committed Accessible Responsive Engagement [C.A.R.E.] Programme to extend the internal support services available to TTPS employees
4	Establish a transition to retirement programme
5	Conduct a bi-annual employee satisfaction survey
6	Conduct biannual regional staff meetings
7	Develop a Holistic Health and Wellness Programme for TTPS employees inclusive of Health Fairs

**Table 4.5 continued**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.5</b> – Develop an exceptional workforce	
Action Items	
8	Conduct a critical review of facilities and services of the police hospital
9	Develop a succession plan for the TTPS
10	Implement a mentorship programme between senior and junior Police Officers to enhance their understanding of their roles and the delivery of policing service
11	Vigorously pursue full accreditation of the Police Training Academy
12	Build a TTPS Skills Bank to leverage the knowledge, skills and experience of TTPS employees
13	Implement a schedule for refresher and developmental training to foster skill building and professional growth

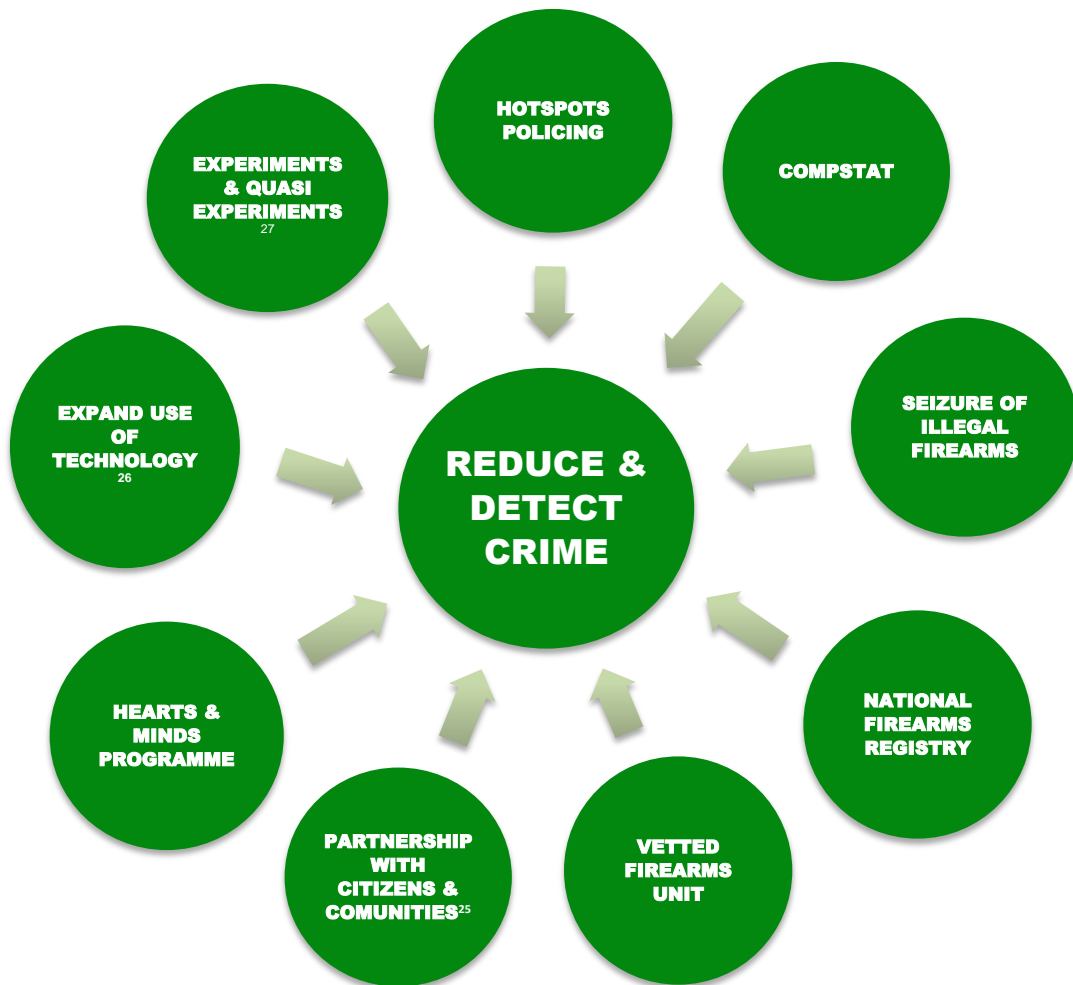
**Table 4.6 Action Items to Improve the Image of the TTPS**

<b>Strategic Goal 4</b> – Strengthen the Organization	
<b>Objective 4.6</b> – Improve the image of the TTPS	
Action Items	
1	Redesign reception areas of Police Stations and other buildings to create a more welcoming environment for customers
2	Implement a policy to manage indiscriminate use of sirens
3	Implement a policy for the use of flashing lights on Police vehicles
4	Establish an Absence Management Policy
5	Redesign the TTPS Portal and website to make it attractive and user friendly
6	Create a TTPS Orientation Handbook for distribution to new employees
7	Design and implement an orientation programme for new employees

# **2015 KEY INITIATIVES**

The following diagrams illustrate the key initiatives that will be pursued in 2015. Each initiative supports the accomplishment of a specific strategic goal.

**KEY INITIATIVES**  
**GOAL #1**  
**REDUCE & DETECT CRIME**



<sup>25</sup> This key initiative includes the establishment of neighbourhood watch groups. See Objective 1.3, 3.

<sup>26</sup> This key initiative includes but is not limited to the Implementation of (1) digital recording of interviews (2) electronic identification parades and a (3) Sex Offenders Registry

<sup>27</sup> See Objective 1.4, 4

**KEY INITIATIVES**

**GOAL #2**

**IMPROVE SAFETY ON OUR ROADWAYS & IN OTHER PUBLIC PLACES**



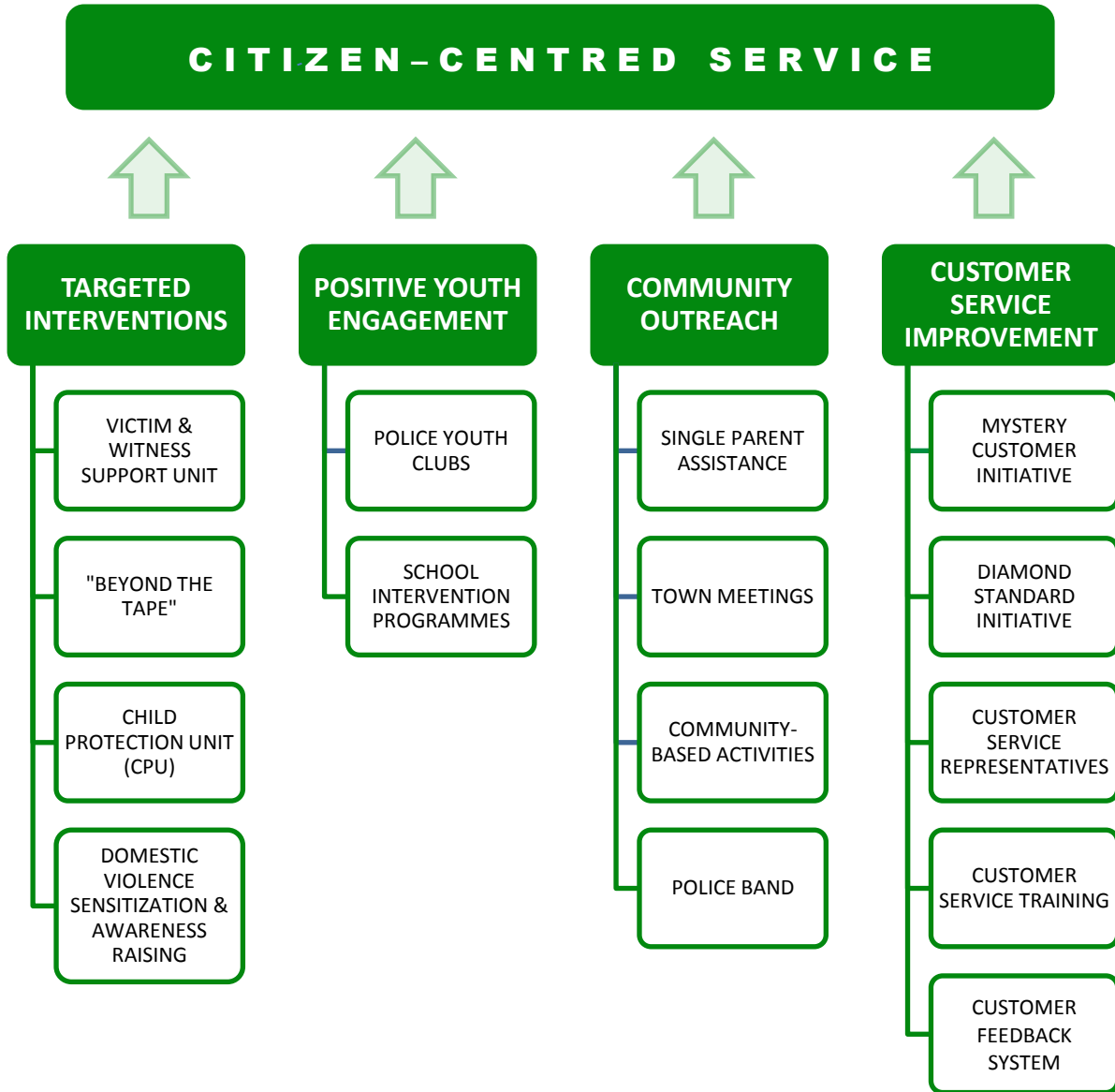
<sup>28</sup> This initiative will focus on the use of hemostatic (“quick clotting”) bandages to minimize risk of death due to blood loss



**KEY INITIATIVES**

**GOAL #3**

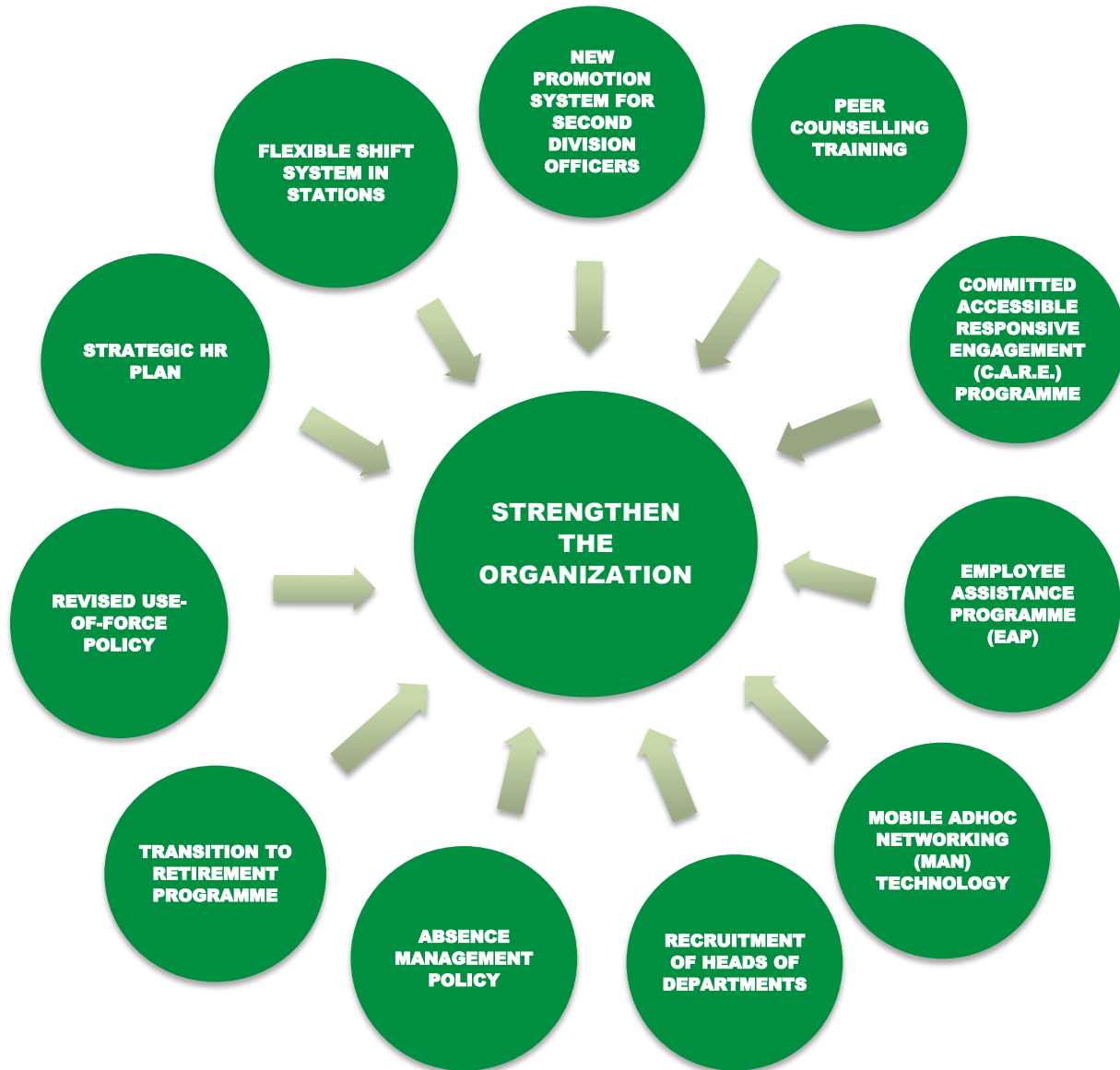
**IMPROVE THE LEVEL OF CITIZEN-CENTRED SERVICE**



**KEY INITIATIVES**

**GOAL #4**

**STRENGTHEN THE ORGANIZATION**



## **CONCLUSION**

The years 2013 and 2014 have shown that the Trinidad & Tobago Police service has been successful in reducing serious crimes generally. However, one crime type – that of murder – has continually given the organization a major challenge to overcome. The 2015 Operating Plan is designed with a clear focus on providing the Police service with the necessary tools to achieve success in reducing murders. The key initiatives of the plan are all designed to complement each other and reposition the organization.

The development of an excellent plan is only the starting point on the road to success. The leadership of the organization must ensure that the plan is effectively executed. This can be achieved through exceptional collaboration among the employees of the police service, the citizens, government agencies and key stakeholder groups.

The 2015 Operating Plan provides the police service with a unique opportunity to achieve ground breaking results. The members of the police service must convert their enthusiasm and commitment into progressive energy and take full advantage of the opportunity presented to build an exceptional organization and progress towards “making every place in Trinidad and Tobago safe”.

# **APPENDIX**

### Review of total SRCs reported from 1985 to 2014

	PERIOD	TOTAL SRCs
1	1985	13,979
2	1986	14,361
3	1987	16,232
4	1988	19,385
5	1989	17,983
6	1990	16,199
7	1991	16,158
8	1992	17,680
9	1993	19,548
10	1994	18,621
11	1995	16,784
12	1996	18,093
13	1997	16,989
14	1998	15,796
15	1999	16,261

	PERIOD	TOTAL SRCs
16	2000	17,134
17	2001	15,724
18	2002	16,810
19	2003	16,890
20	2004	16,387
21	2005	17,989
22	2006	19,565
23	2007	19,661
24	2008	20,566
25	2009	22,162
26	2010	20,126
27	2011	15,877
28	2012	17,840
29	2013	13,146
<b>30</b>	<b>2014</b>	<b>12,055</b>