



TRINIDAD AND TOBAGO POLICE SERVICE OPERATING PLAN 2017

ACHIEVING SUCCESS TOGETHER

OFFICE OF THE COMMISSIONER OF POLICE
2017



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.



SHARED VALUES

Our organization is defined by the following five (5) shared 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.



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1. INTRODUCTION

December 31st 2016 marked the close of the Trinidad and Tobago Police Service (TTPS) strategic period 2014 – 2016. During this period the organization was guided by a 3-year Strategic Plan which was operationalized through the implementation of annual operating plans. The new *TTPS Strategic Plan 2017 – 2019 with Rolling Feature to 2021* is themed “*Achieving Success Together*” and was launched in January 2017. This Plan, like the previous one, will be operationalized through annual operating plans. The Trinidad and Tobago Police Service Operating Plan 2017 is also themed “*Achieving success Together*” and some of its core features are represented in the TTPS Operating Plan 2017 pocket-sized booklet.

The organization will be pursuing several strategies in 2017 with the aim of achieving its strategic outcomes¹ and goals. Notwithstanding, the TTPS Operating Plan 2017 is not intended to showcase all the strategies that will be undertaken, but instead, will highlight the action items that are of highest priority to the organization and which, if successfully implemented, will ensure that its four strategic goals are accomplished. This plan clearly identifies the direction in which the organization is heading and is intended to serve as a guide for the leadership and sworn and unsworn staff during the current strategic journey.

There were numerous considerations that led to the development of the 2017 Operating Plan. These included the current strategic plan which was shaped from various inputs including stakeholder consultations and a critical review of the previous strategic plan, the current economic and social climate, available resources, successes and shortcomings from previous operating plans, the government’s policy and direction concerning national safety and security; the public’s perception of safety, their willingness to partner with the police and their demand for better quality policing services as well as the organization’s vision, mission and shared values.

¹ Objectives



The four (4) strategic goals that will be pursued in 2017, strategic outcomes, priority action items, the persons with executive and functional responsibility for implementing each action item, implementation timelines and measures of success are the core features of this operating plan. Each strategic goal is supported by several strategic outcomes (refer to Figure 2. Strategic Plan Flow Chart); and, there are a total of ninety seven (97) action items and fifty-five (55) performance targets. The action items and targets that have been specified in this plan are of highest priority to the organization and are those that can realistically be accomplished given the organization's budgetary constraints, available resources and the environment within which policing services are being delivered. Strong partnership with communities and stakeholders will promote joint responsibility between citizens and the TTPS for crime prevention, detection and problem-solving at the individual, organizational, community and national levels. This will be supported by a stringent monitoring and evaluation mechanism and keen executive leadership and supervision characterised by accountability and personal responsibility to ensure that the expected outcomes are achieved.

In 2017, the TTPS is challenged to deliver more with less resources. Societal demands for high quality policing services, a reduction in Murders, crime prevention, increased detection, restored police legitimacy and a genuine partnership between the community and the TTPS are core areas that require critical attention. We therefore approach 2017 with a clear focus on addressing these issues. Everyone has an important contribution to make in restoring and maintaining the safety and security of our country. As such, the TTPS will work hand in hand with communities and stakeholders in pursuit of our vision, to make every place in Trinidad and Tobago safe.



2. TTPS IN CONTEXT

WHERE ARE WE NOW?

The Trinidad and Tobago Police Service is at the end of its strategic period 2014 – 2016 and the start of a new 3-year strategic journey. In looking back, the past period is marked by significant achievements, some of which are historical for the organization. *Appendix 1. Summary of TTPS Achievements – Strategic Period 2014 – 2016 and Appendices 2 – 10* are graphical representations that demonstrate the maintenance of relatively low levels of serious crimes, fatal road traffic accidents and road deaths; phenomenal reduction of Murders in Port of Spain Division which historically accounted for the largest percentage of the national total of Serious Crimes; and gives evidence of the organization's consistent increasing efforts to find and seize illegal firearms which is the weapon of choice used by criminals to commit Murders. The road ahead is filled with opportunities, however, there are also some critical challenges that have been brought forward and must be rectified with urgency.

Although Serious Crimes² were reduced to a thirty-three (33) year low (refer to *Appendix 2.*) and Violent Crimes³ to an eighteen (18) year low in 2016 (refer to *Appendix 3*), the TTPS remains challenged to reduce Murders which increased by 10% from 2015 - four hundred and twenty (420) to four hundred and sixty two (462) in 2016. The number of Murders committed is the international barometer used to measure the safety and security of a country and perhaps the most significant factor that influences fear of crime and the public's perception of safety and security in Trinidad and Tobago. The low detection rate,

² Serious Crimes is the collective term used by the TTPS to describe a group of crimes that include the following 14 offences: (a) Murders, (b) Wounding & Shootings, (c) Sexual offences, (d) Kidnapping, (e) Kidnapping for Ransom, (f) Burglaries & Breakings, (g) Robberies, (h) Fraud offences, (i) General Larceny, (j) Larceny Motor Vehicles, (k) Larceny Dwelling House, (l) Narcotic Offences and (m) Possession of Illegal Firearms and Ammunition and (n) Other Serious Crimes. It is to be noted that the TTPS expanded this group of crimes in 2017 to include Possession of Illegal Firearms and Ammunition.

³ Violent Crimes is the collective term used by the TTPS to describe a subset of serious crimes which include the following seven (7) offences: (a) Murders, (b) Woundings & Shootings, (c) Sexual Offences, (d) Serious Indecency (e) Kidnapping, (f) Kidnapping for Ransom and (g) Robberies.



police corruption and misconduct, the inconsistent quality of customer service, the need for a strengthened relationship with communities and stakeholders as well as the strengthening of the organization at various levels are also areas that require focussed attention in 2017. The internal demands from staff for better employer care and the cries from the public to deliver improved policing services must be met; though in a restricted economic climate with stringent budgetary constraints being imposed on organization. In simple terms, the TTPS must be proactive, prudent, creative and contemporary yet frugal in the management of its resources and implementation of its strategies.

Crime reduction remains a key priority for the Government of the day and its policy position on the adoption of shared responsibility and accountability among Ministries for the safety and security of this country, stronger partnerships among agencies, improving the management of the police service, its operations and its resources, border protection and crime prevention among youths are actively being pursued. The need for accountability among Ministries and their respective Divisions has therefore become more critical over the last year and a half. Several mechanisms such as Joint Select Committees, Standing Committees, National Security Council (NSC) and Requests for Information have been implemented by the government to this end. Additionally, oversight bodies of the TTPS such as the Police Complaints Authority (PCA) and the Police Service Commission (PSC) are very active and play a key role holding the organization accountable. The TTPS has ensured that its leadership, management and operations are in alignment with the Government's policy framework, dubbed *Vision 2030*, and remains committed to supporting these policy positions so that its vision of making every place in Trinidad and Tobago safe can be achieved.

The implementation of the TTPS Operating Plan 2017 *Achieving Success Together* is predicated on teamwork – the government, the police, and the public working hand in hand to make every place in Trinidad and Tobago safe. The pooling of resources, collaboration and input from these entities contributed to the organization's achievements of a thirty-



three (33) year low in Serious Crimes⁴, an eighteen (18) year low in Violent Crimes⁵, the highest seizure of illegal firearms in the history of Trinidad and Tobago⁶, the 20% and 16% reduction in fatal road traffic accidents and road deaths respectively from 2014 – 2016, and the phenomenal reduction of firearm related violence⁷ in the Port of Spain Division inclusive of:

- 54% reduction in Murders, Woundings & Shootings combined [2015 – two hundred and fifty four (254); 2016 – one hundred and seventeen (117)] (Refer to *Appendix 8. Murders, Wounding & Shootings Among Police Divisions*)
- 66.4% reduction in Wounding & Shootings [2015 - one hundred and sixty seven (167); 2016 – fifty six (56)] (Refer to *Appendix 9. Wounding & Shootings by Divisions*)
- 30% reduction in Murders [2015 – eighty seven (87); 2016 – sixty one (61)]. Refer to *Appendix 10. Murders among Divisions 2015/2016*.

The strategies that contributed to our successes in 2016 will be pursued and intensified in 2017. New initiatives will also be embarked upon as we strive to improve the organization and the service it delivers to the nation. While some of these activities are unique for accomplishing the outcomes of a specific goal others overlap and support several goals. Training, people-centred patrols, increased visible, active police presence, strengthened stakeholder collaboration, improved partnerships with communities, use of advance technology, monitoring and evaluation, and improved customer service are strategies that are critical for the accomplishment of the four (4) strategic goals.

The Tobago Division will be given specific attention during this strategic period and this is validated in 2017 through targeted recruitment for this Division and improving officers'

⁴ Refer to Appendix 2

⁵ Refer to Appendix 3

⁶ Refer to Appendix 5

⁷ Firearm related violence is defined as Murders, Woundings & Shootings combined



capacity to meet the demands of the tourism culture in Tobago through training as well as the services available to tourists. Special emphasis on prosecuting firearm offenders to case completion, focused training of officers to improve their awareness and ability to properly serve vulnerable and marginalized groups, organization focus on the spiritual development of the staff, the establishment of a TTPS Blood Donor Account, conducting a public satisfaction survey, and accountability to the public are among the new initiatives that will be pursued in 2017. The following are some key strategies that are already established in our organization and which we will continue to pursue in 2017:

- ✓ Evidenced-based policing;
- ✓ Hot Spots Policing strategy;
- ✓ targeting priority offenders;
- ✓ intense efforts to find and seize illegal firearms;
- ✓ patrols along coastal areas;
- ✓ stop and search exercises;
- ✓ voluntary breath-testing exercises;
- ✓ regular breath-testing exercises;
- ✓ speed management along our roadways;
- ✓ public education and awareness of road safety;
- ✓ people-centred patrols for increased visible active police presence across the country;
- ✓ Police Youth Clubs;
- ✓ community-based meetings;
- ✓ training in various areas;
- ✓ reward and recognition of officers for outstanding performance
- ✓ use of advance technology across the organization; and
- ✓ use of traditional and social media to share information and communicate with the public.



The TTPS enters 2017 with keen awareness of the existing challenges, particularly the increase in Murders, the reduction in our financial resource allocation and the urgent need to rebuild our fractured relationship with the public. We are optimistic that we will make significant progress towards achieving our goals in 2017 and are prepared to work assiduously to this end. Working with our stakeholders and community members are critical for us to accomplish our goals. With this in mind, we will work closely together with the public, and law enforcement and government agencies to make every place in Trinidad and Tobago safe.

WHERE DO WE WANT TO BE BY DECEMBER 31ST 2017?

The Organization

It is envisaged that our shared values - professionalism, respect, integrity, dignity, excellence – will be our hallmark. We look forward to a more positive image of the TTPS and a high quality consistent service delivery that is distinguished by our shared values and the principles of Policing for People - attentiveness, responsiveness, reliability, fairness, competence and manners. We envisage an organization with stronger systems for monitoring and evaluation. This organization will take swift action at various levels to ensure that we truly protect and serve with P.R.I.D.E.

Our Employees

When passion meets purpose there is excellence. It is envisaged that our sworn and unsworn staff members will experience improved quality of leadership, mentorship and management as well as care and concern for their welfare. Creative approaches will be used to access training for employees and to ensure that they have the resources that they need to carry out their duties and responsibilities. It is expected that every police officer and civilian staff member will personify our shared values as they carry out their jobs from day to day. It is expected that police misconduct and corruption will decrease significantly and that fellow staff members will support each other as well as hold each other



accountable for doing their part towards the achievement of our goals and ultimately, the fulfilment of our mission and vision. We look forward to a distinctive improvement in the health and wellness (physical, spiritual and psychological) of our employees as we strengthen the support systems available to them.

Crime and Violence

It is envisaged that by December 31st 2017 we will achieve at least a marked reduction in firearm related violence - 10% reduction in Murders and a 5% reduction in Wounding & Shootings – as well as a 5% reduction in Violent Crimes, which will result in the improved public perception of safety and security in Trinidad and Tobago. The detection rate is expected to increase to 30% since training will be delivered in Court Prosecution, emphasis will be placed on prosecuting firearm offenders to case completion, more offenders will be arrested and charged for criminal offences and criminal case management systems will be effectively implemented in all nine police geographical divisions. There are eleven (11) station districts⁸ in Trinidad and Tobago with less than twenty five (25) Serious Crimes recorded per year. We expect to expand this level of safety and security to other communities across Trinidad and Tobago as we strive to accomplish our vision of making every place in Trinidad and Tobago safe.

Safety on our Roadways and in Other Public Places

Further reduction in fatal road traffic accidents and road deaths is envisaged at the end of 2017. It is also expected that the use of speed detection devices will be expanded. Our partnership with key stakeholders such as Arrive Alive will be maintained and our road safety initiatives such as the iRoadsafe campaign, road safety presentations and engagements in primary, secondary and tertiary institutions and voluntary breath-testing exercises will be continued. Public education and awareness and sensitization will be

⁸ (i) Erin, (ii) Charlotteville, (iii) Gran Couva, (iv) Blanchisseuse, (v) Maracas, (vi) San Raphael, (vii) Matelot, (viii) Cedros, (ix) Cumoto, (x) Matura (xi) Maracas St. Joseph



carried out in creative ways using traditional and social media. It is expected that people-centred patrols will become a part of the organization ethos and that all types of patrols will increase.

Community Engagement, Citizen-centred Service and Stakeholder Partnerships

We envision that the public will experience greater satisfaction and be more willing to collaborate and co-operate with the police because of the quality engagement between the TTPS and communities and stakeholders. It is expected that since swift action will be taken against officers for police misconduct and corruption and that customer service training will continue to be delivered the public will experience true citizen-centred service. Community-based meetings, Station Council meetings, Police Youth Clubs, the Police Band, engagement of police officers in community-based projects and activities as well as the use of various platforms including social media to get feedback from the public and enhance their awareness of the work of the TTPS will contribute to a closer working relationship between the TTPS and the citizens in all station districts.

Institutional Strengthening and Capacity Building

The Police Academy (PA) will be closer to becoming a *registered* institution of learning. There will be ongoing recruitment as well as expanded and improved training offerings. It is envisaged that by the end of 2017, through the efforts of the PA, the organization will be closer to operating with its sanctioned strength of 7,715 regular police officers.

It is expected that the Strategic Human Resource Plan will be completed and progress towards implementation would be made by the end of 2017. Critical components of this plan will be mechanisms to facilitate the improved integration of unsworn staff into the organization. Additionally, the plan will include the following:

- ✓ enhanced wellness and welfare of employees;
- ✓ training;
- ✓ succession plan for the TTPS;
- ✓ a new promotion system for Second Division Officers;



- ✓ a Transition to Retirement Programme;
- ✓ a TTPS skills bank to create a resource pool to leverage the knowledge, skills and experience of TTPS employees;
- ✓ a structured reward and recognition programme for all TTPS employees;
- ✓ a comprehensive health a wellness programme for employees that includes as a part of its development a critical review of the facilities and services offered at the police hospital;
- ✓ conducting a manpower audit;
- ✓ conducting a review of the Performance Management Appraisal System (PMAS);
and
- ✓ implementing an Occupational Safety and Health (OSH) Strategy.

It is envisaged that by December 31st 2017, the fifty-five (55) targets that were set for the organization will be accomplished. It is expected that the action items earmarked for implementation in 2017 were operationalized and properly monitored and evaluated in alignment with the Government's framework for monitoring and evaluation; thus, positioning the organization to transition smoothly into the second year of its strategic plan.

HOW WILL WE GET THERE?

The TTPS will achieve the desired results by actively pursuing its four strategic goals (see *Figure 1. TTPS Strategic Goals 2017*) which are supported by strategic outcomes (see *Figure 2. TTPS Strategic Plan 2017 – 2019 Flow Chart*). The TTPS Operating Plan 2017 is the “roadmap” that will be used to guide the organization towards accomplishing its goals as well as its vision and mission. Accountability is critical for the successful implementation of this plan and several mechanisms have been accordingly built-in. Stringent monitoring and evaluation will also be executed in alignment with the Government's Vision 2030 framework for monitoring and evaluation.



Executive Responsibility

Members of the TTPS Executive are assigned Executive accountability for each of the ninety seven (97) action items. At least one of the Executive members assigned a Deputy Commissioner of Police or the Commissioner of Police himself. Members of the TTPS Executive have oversight of the action items for which they are responsible and must ensure that the action item is successfully implemented. They will be held accountable by the Commissioner of Police.

Functional Responsibility

Person(s) who are assigned functional responsibility for action items are the ones who drive the initiative or project from inception to completion. They do the necessary work to ensure that the action item is successfully implemented or established. In the TTPS Operating Plan 2017 only the key office holders with functional responsibility are listed. These persons are expected to pull together additional support staff to form a larger team if this is what is necessary to get the work done. Persons providing support can either be sworn or unsworn staff and can hold any of the ten ranks within the TTPS. It is critical that the persons called upon to assist with implementation are given the resources that are needed and that they are competent, results-driven, and available to make a meaningful contribution. Persons with functional responsibility will be held accountable by the person(s) with Executive Responsibility.

Measures of Success

These are the criteria that demonstrate the impact of our work. These can be qualitative or quantitative but must be observable. Measures of success help us to assess our progress towards our strategic outcomes and goals, help us to determine if we achieved the desired results or not and provide a foundation from which decisions can be made. Specific measures of success have been identified for each strategic outcome.



Solid leadership, accountability, teamwork, consistent demonstration of our shared values and quality collaboration with government and law enforcement agencies as well as communities and other stakeholders are critical success factors. However, these factors must be simultaneously complemented by improvements in the management of our financial, human and operational resources. Proper balancing of these variables will result in the successful implementation of this annual Operating Plan.

Figure 1. TTPS Strategic Goals 2017



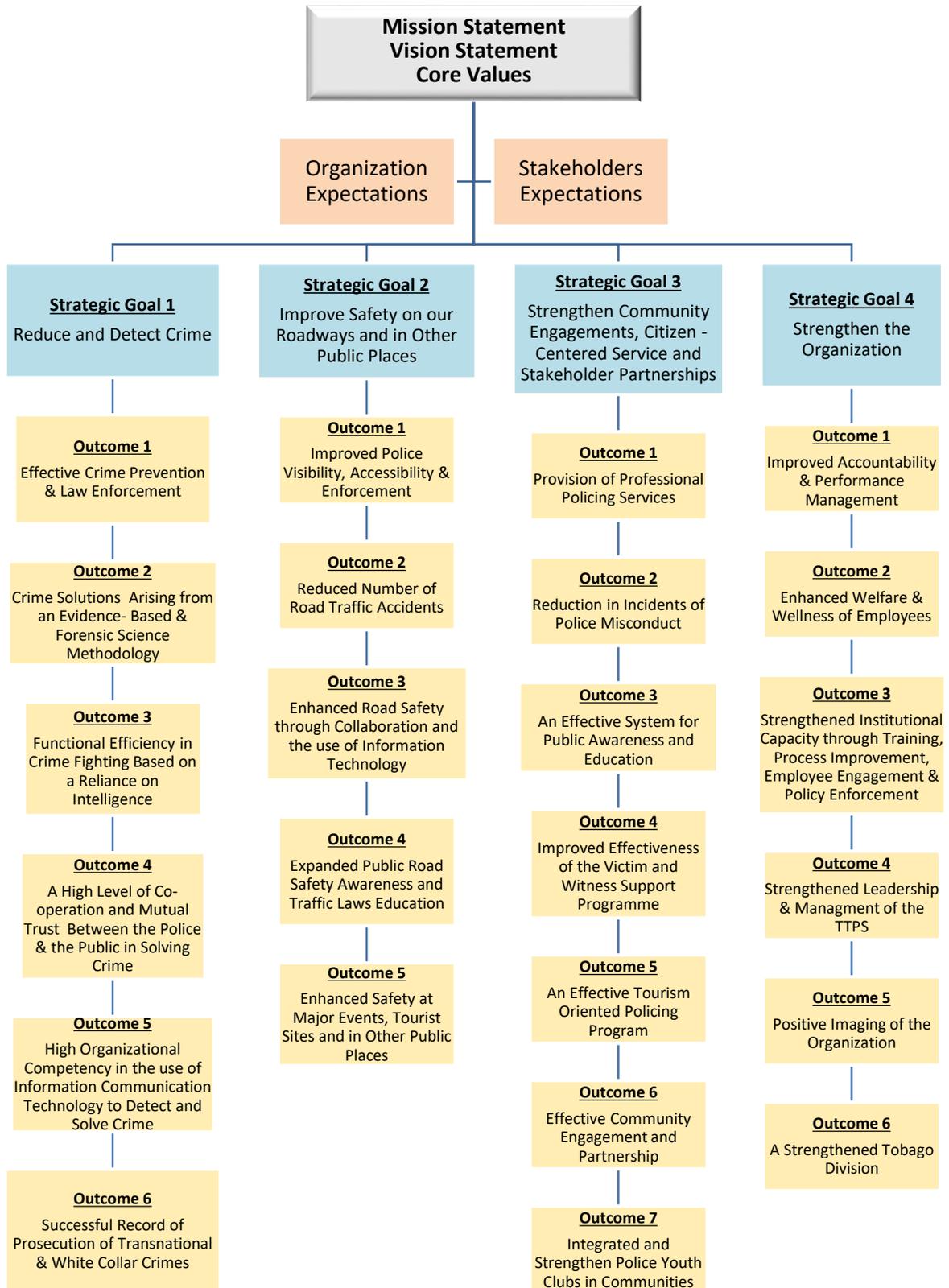


STRATEGIC PLAN FLOW CHART 2017

The Strategic Plan Flow Chart highlights the four (4) strategic goals that are being pursued by the Trinidad and Tobago Police Service in 2017 and the strategic outcomes that are related to each goal. The flow chart is synonymous with that which is laid out in the TTPS Strategic Plan 2017 – 2019 (with rolling feature to 2021): *Achieving Success Together*.

It is important to note that the organization has maintained *Goal #1* – Reduce and Detect Crime, *Goal #2* - Improve Safety on Our Roadways & in Other Public Places and *Goal #4* – Strengthen the Organization from the former strategic period; however, *Goal #3*, (formerly Improve the level of Citizen-centred Service), has been expanded to demonstrate the organization’s commitment to strengthen community engagements, citizen-centred service and stakeholder partnerships. Additionally, the organization recognizes that the Tobago Division is unique and requires a special focus. In this regard, in support of *Goal #4*, a specific outcome for a strengthened Tobago Division has been included. Strategic Plan Flow chart 2017 is presented in Figure 2.

Figure 2. Strategic Plan 2017 – 2019 Flow Chart





ACTION PLAN 2017

KEY PERFORMANCE TARGETS AND ACTION ITEMS



STRATEGIC GOAL #1

REDUCE AND DETECT CRIME



STRATEGIC GOAL **1**

Goal #1 - Reduce and Detect Crime

Statement of Strategic Intent:

We will 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.





**2017 PERFORMANCE TARGETS:
GOAL #1**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Murders	10% reduction
2	Violent Crimes	5% reduction
3	Shootings & Woundings	5% reduction
4	Serious Crimes	5% reduction
5	Detection rate (Serious Crimes)	30%
6	Detection rate (White Collar Crimes)	5% increase
7	Illegal firearms	At least 765 found and seized
8	Illegal drugs	5% increase in quantity found and seized
9	Training in Criminal Investigation	At least 100 officers trained
10	Training in Court Prosecution	At least 50 officers trained
11	Strengthening of key specialist units	5% increase in manpower of <ul style="list-style-type: none"> - Special Branch - ACIB - OCNFB - FIB - CGIU
12	Terrorism Prevention	At least 200 officers trained to deal with active shooter situations



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.1: Effective Crime Prevention and Law Enforcement	
ACTION ITEMS:	
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.
2	Target priority offenders particularly those involved in committing violent crimes for arrest and prosecution.
3	Educate officers in crime prevention strategies.
4	Strengthen the competencies of officers to successfully investigate and prosecute offences.
5	Increase the focus on transnational crimes of terrorism, money laundering, cybercrime and human trafficking.
6	Strengthen the competencies of officers to successfully investigate and prosecute juvenile offences.
7	Ensure the efficient and accurate capture of data to support crime analysis.
8	Sustain the effort to dismantle gangs.
9	Establish a Police Patrol policy.
10	Continue the focus on homicide, shootings and wounding, drugs and firearms.



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.2: Crime Solutions Arising From an Evidence - Based and Forensic Science Methodology	
<u>ACTION ITEMS:</u>	
1	Partner with universities and other bodies to develop recommendations for addressing crime.
2	Develop an evidence - based culture in the organization.



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.3: Functional Efficiency in Crime Fighting Based on a Reliance on Intelligence	
ACTION ITEMS:	
1	Develop and implement a policy and systems for the gathering, managing, utilizing, sharing and harmonization of intelligence.
2	Establish effective collaboration with other local, regional and international stakeholders.
3	Promote an intelligence – based culture within the TTPS.
4	Establish an organizational policy to guide covert operations.
5	Increase the TTPS' capacity for intelligence gathering (i.e. people, training, systems & funding).



STRATEGIC GOAL #1

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	
<u>ACTION ITEMS:</u>	
1	Develop sustainable partnerships with stakeholders to develop and implement crime solutions.
2	Work with communities to develop strategies to minimise re-offending.
3	Proactively engage communities to reduce the fear of crime.
4	Improve the support to victim and witnesses of crime.



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.5: High Organizational Competency in the use of Information Communication Technology to Detect and Solve Crime	
<u>ACTION ITEMS:</u>	
1	Conduct a review of the ICT requirements of the TTPS to support the detection and solving of crime.
2	Continuously evaluate the effectiveness of the technologies in use in the context of emerging technology.
3	Educate officers in the use of ICT systems.
4	Procure and deploy technological solutions to key operational areas as a priority.
5	Establish Divisional Command Centres.



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.6: Successful Record of Prosecution of Transnational and White Collar Crimes	
ACTION ITEMS:	
1	Increase the focus on transnational and white-collar crimes and create a culture that facilitates the reporting of transnational and white-collar crimes.
2	Increase the capacity to investigate complex financial fraud.
3	Improve the reliability of the records of the CID/CRO.
4	Lobby for legislative provisions to support the prosecution of transnational and white-collar crimes.
5	Increase the capacity to investigate and successfully prosecute persons involved in terrorism.



STRATEGIC GOAL #2

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



STRATEGIC GOAL **2**

Goal #2 - Improve Safety on our Roadways and in Other Public Places

Statement of Strategic Intent:

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





**2017 PERFORMANCE TARGETS:
GOAL #2**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	RTAs	5% reduction
2	Fatal RTAs	5% reduction
3	Road Deaths	5% reduction
4	Fatal RTAs involving pedestrians	5% reduction
5	Mobile patrols	5% increase
6	Foot patrols	5% increase
7	Mounted patrols	10% increase
8	Bicycle patrols (Tobago Division)	10% increase
9	Persons tested in voluntary breath-testing exercises	5% increase
10	Persons tested in regular breath-testing exercises	5% increase
11	Tickets issued for exceeding the speed limit	10% increase
12	Number of tickets issued for traffic offences	5% increase overall
13	Vehicles equipped with trauma kits	5% increase
14	Number of persons trained in the use of trauma kits	At least 100 officers trained
15	Number of body worn cameras in use in the TTPS	10% increase
16	Crimes perpetrated against tourists	5% reduction
17	Training in Tourist-oriented policing	At least 100 officers from the Tobago Division trained



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.1: Improved Police Visibility, Accessibility & Enforcement	
ACTION ITEMS:	
1	Implement targeted high visibility patrol regimen for weekends, nights and public holidays.
2	Institute Operational Planning to execute road exercises that utilizes specialist sections and external agencies.
3	Enhance visible, active police presence and engagement in the communities across Trinidad and Tobago.
4	Develop a Training Programme to equip officers on how to deliver people-centred patrols on the principles of <i>Policing for People</i>



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.2: Reduced Number of Road Traffic Accidents	
<u>ACTION ITEMS</u>	
1	Increase Divisional DUI specific enforcement exercises with special deployment on weekends, nights and public holidays.
2	Continue to implement a public awareness and enforcement intervention programme geared towards the reduction of pedestrian risk on the roadway.
3	Increase speed management operations across all roadways.
4	Implement Haemostatic Trauma Kits into Highway Patrol Vehicles and train officers as first Responders
5	Establish an Assistive Collision Investigative Support Team (ACIST) with specially trained officers.
6	Continue to establish voluntary breath-testing check points across Trinidad & Tobago.
7	Improve the road policing strategy at the Divisional level.
8	Lobby for the implementation of a “points system” in which penalty points are assigned to drivers for traffic offences.



STRATEGIC GOAL #2

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	
<u>ACTION ITEMS:</u>	
1	Expand the use of Laser Speed Guns for speed control and detection.
2	Expand the Body- Worn Camera Initiative to include Highway Patrol officers.
3	Partner with Ministry of Works & Transport for the implementation of Spot Speed and Red Light Enforcement Camera Systems.
4	Lobby for an increase in CCTV Cameras along roadways to improve detection and enforcement.
5	Partner with the Ministry of Works & Transport in the implementation of an Electronic Ticketing System.



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.4: Expanded Public Road Safety Awareness and Traffic Laws Education	
ACTION ITEMS:	
1	Conduct Road Safety Lectures in Secondary Schools with support from Divisional Traffic Units.
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.
3	Educate the public on road safety by disseminating information using the media and officers within Divisions, Sections and Units.
4	Implement a programme to promote accident avoidance by educating and training young drivers.



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.5: Enhanced Safety at Major Events, Tourist Sites and In Other Public Places	
ACTION ITEMS:	
1	Develop patrol regimes utilizing CAPA to identify high risk areas in which tourist sites are located.
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.
3	Train police officers in tourist-oriented policing to enhance their awareness and ability to respond to issues that are pertinent to tourists.
4	Utilize the media to educate the public on safety and security in public places.
5	Publish a TTPS Major Events Manual as a guide for promoters as well as internal and external stakeholders



STRATEGIC GOAL #3

**STRENGTHEN COMMUNITY
ENGAGEMENTS, CITIZEN
CENTRED SERVICE &
STAKEHOLDER PARTNERSHIPS**



STRATEGIC GOAL **3**

Goal #3 - Strengthen Community Centred Service and Stakeholder Management

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 improved public trust and confidence.





**2017 PERFORMANCE TARGETS:
GOAL #3**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Number of Tribunal Cases Determined	10% increase
2	Training in Tourist-oriented Policing	At least 100 officers from the Tobago Division trained
3	Processing of Certificates of Character	Complete processing within 1 week of receiving the application
4	School Liaison Officers	10% increase
5	Community Meetings	5% increase overall
6	Police Youth Club (PYC) Membership	At least 5 new members added to each Police Youth Club
7	Police Youth Club (PYC) Expansion	At least 2 new PYCs formed in each Division
8	Accountability to the Public	Each Divisional Head will account to the public at least once per month for the performance of their division
9	Neighbourhood Watch Groups	At least five neighbourhood watch groups established in each Division
10	Customer Service Training	At least 200 officers trained in the delivery of customer service
11	Police Misconduct	5% Reduction in complaints of misconduct made against police offices
12	Public Satisfaction Survey	Conduct a Public Satisfaction Survey to set the baseline for service delivery
13	Victim & Witness Support Unit Manpower	At least 6 additional Victim and Witness Support Officers employed
14	Training of Victim & Witness Support Officers	At least 10 Victim and Witness Support Officers trained to deliver improved services



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.1: Provision of Professional Policing Services	
ACTION ITEMS:	
1	Review and update Standing Orders.
2	Train sworn and unsworn officers to properly serve all members of society including minority and vulnerable groups.



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.2: Reduction in Incidents of Police Misconduct	
<u>ACTION ITEMS:</u>	
1	Conduct leadership and supervisory training to ensure compliance with Police Service Act, Police Service Regulations, Standing Orders and Departmental Orders.
2	Re-engineer the Professional Standards Bureau to deal effectively with disciplinary matters.
3	Utilize Police Caravans as a reinforcement tool to sensitize officers on issues of misconduct.



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.3: An Effective System for Public Awareness and Education	
ACTION ITEMS:	
1	Effectively utilize various media platforms to disseminate and gather information.



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.5: An Effective Tourism Oriented Policing Program	
<u>ACTION ITEMS:</u>	
1	Develop partnerships with THA, Ministry of Foreign Affairs, Ministry of Tourism and other key stakeholders.
2	Educate officers to effectively provide Tourist Oriented Policing services.
3	Develop and implement a Tourism Crime Sensitization Programme.



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.6: Effective Community Engagement and Partnership	
<u>ACTION ITEMS:</u>	
1	Review, update and implement the Community (People – Centred) Policing Plan.
2	Increase police involvement in community activities.
3	Review the Hearts and Minds Programme with a view to expand or replicate in other communities.
4	Increase and enhance Station Councils.
5	Convene monthly community- based meetings.
6	Collaborate with the Police Band and external stakeholders to host community – based activities.
7	Enhance engagement/relationship with the media.
8	Assign School Liaison Officers.



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.7: Integrated & Strengthened Police Youth Clubs in Communities	
ACTION ITEMS:	
1	Develop National Police Youth Club Policy and Operating Procedures with monitoring and evaluation system.
2	Expand Police Youth Club Community Outreach Programmes and membership.



STRATEGIC GOAL #4

STRENGTHEN THE ORGANIZATION

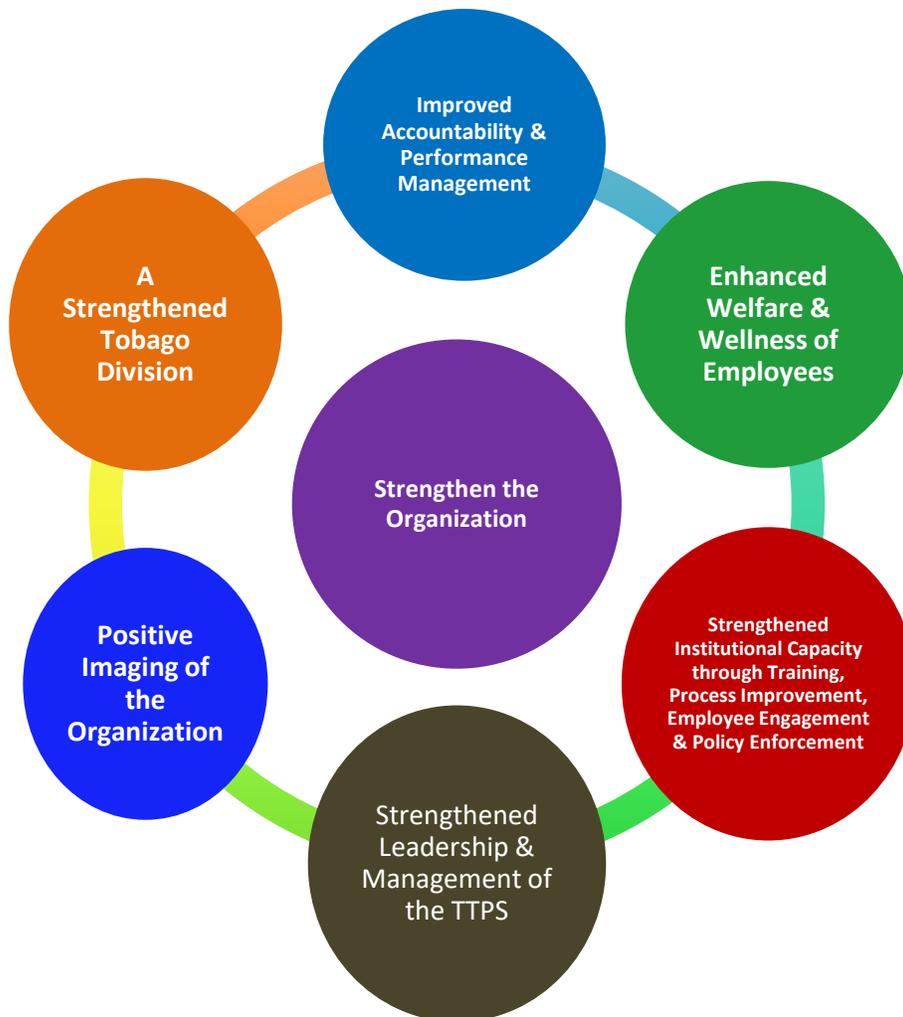


STRATEGIC GOAL **4**

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 flawless processes, creating adequate capacity as we care for our employees and execute our mandate.





2017 PERFORMANCE TARGETS:

GOAL #4

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Leadership Training	At least 25 First Division Officers and Inspectors trained in a core leadership programme
2	Manpower in Tobago Division	At least 20 additional police officers assigned to the Tobago Division
3	Training in Tourist-oriented Policing	At least 100 officers from the Tobago Division trained
4	Health and Wellness of Employees	At least 200 officers and staff exposed to a health and wellness programme
5	Revision of Standing Orders	At least six Standing Orders revised for process improvement
6	Promote the TTPS as an employer of choice	At least two advertisements published to promote the TTPS as an employer of choice
7	Monitoring and Evaluation	At least three persons employed to monitor and evaluate programmes and initiatives in the TTPS
8	Blood Donor Account	At least 200 officers identified as contributing to the TTPS Blood Donor Account
9	Transition to Retirement Programme	At least 40 Officers trained in the Transition to Retirement Programme
10	Strengthening Institutional Capacity	At least 20 high quality persons recruited to strengthen the organization
11	Promote positive image of the TTPS	At least one successful story about the TTPS published each day in the media
12	Spiritual Health & Wellness of Employees	At least one interfaith service conducted in each police geographical division



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organization	
OUTCOME 4.1: Improved Accountability and Performance Management	
ACTION ITEMS:	
1	Implement a system for monitoring and evaluating the progress of the Strategic Plan.
2	Enforce systems to hold Division and Branch commanders accountable and responsible for their command.
3	Delegate authority to Assistant Commissioners for the discipline and management of sworn and unsworn staff under their general control.
4	Conduct a manpower audit.



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organization	
OUTCOME 4.2: Enhanced Welfare and Wellness of Employees	
ACTION ITEMS:	
1	Develop and implement a comprehensive health and wellness program for sworn and unsworn staff.
2	Enhance the working environment for sworn and unsworn staff to be OSH compliant.
3	Establish a TTPS Blood Donor Account.
4	Develop and implement a transition to retirement programme.



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organization	
OUTCOME 4.3: Strengthened Institutional Capacity Through Training, Process Improvement, Employee Engagement and Policy Enforcement	
<u>ACTION ITEMS:</u>	
1	Develop and implement a Strategic Training Plan that identifies and addresses critical training needs of the organization.
2	Ensure compliance with organizational policies and Orders.
3	Develop and Implement a Strategic Human Resource Plan with mechanisms to improve the integration of civilian employees.
4	Recruit high quality personnel.
5	Develop and implement an Information Communication Technology Strategic Plan.
6	Research and implement best practices in contemporary policing and organizational leadership and management.
7	Strengthen the research capacity of the TTPS.



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organization	
OUTCOME 4.4: Strengthened Leadership and Management of the TTPS	
ACTION ITEMS:	
1	Enhance organizational leadership and management through training and mentorship.



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organization	
OUTCOME 4.5: Positive Imaging of the Organization	
ACTION ITEMS:	
1	Use social and traditional media to engage, educate and sensitise internal and external customers on the TTPS and related issues.
2	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.



STRATEGIC GOAL #4

<u>GOAL 4:</u> Strengthen the Organization	
<u>OUTCOME 4.6:</u> A Strengthened Tobago Division	
<u>ACTION ITEMS:</u>	
1	Develop and implement a strategy to improve the recruitment of officers in Tobago.
2	Continue training of officers in Tourism Oriented Policing.
3	Collaborate with local stakeholders to enhance the safety and security of tourists and citizens.



4. CONCLUSION

As an organization, we will strive to accomplish the targets that have been set and by extension our four strategic goals, by working together with each other and communities and stakeholders including law enforcement and government agencies. Murders, Wounding & Shootings, police corruption and misconduct and all other core areas that require attention will be tackled head-on as priority action steps are taken and core strategies implemented. Of course, leadership and management as well as creative and efficient resource allocation are critical for the successful implementation of this plan. Therefore, there will be close monitoring and evaluation and responsible persons will be held duly accountable for the tasks that have been assigned to them. Our future success is dependent on quality implementation of the TTPS Operating Plan 2017.

As an organization we must evolve. The landscape for social interaction, technological advancement as well as the methods and opportunities to commit crime are rapidly expanding. We will be more citizen-focused and will be proactive to prevent crime, responsive to meet the needs of the public which we serve and always prepared to be creative and flexible as we fulfil our constitutional mandate. Although 2017 will have challenges, we have gained many successes which will propel us forward. We are therefore prepared to invest our best efforts as we work towards making every place in Trinidad and Tobago safe.



APPENDICES



Appendix 1. Summary of TTPS Achievements - Strategic Period 2014 - 2016



STRATEGIC GGAL #1

- marked reduction in Serious Report Crimes (SRCs)
- marked reduction in Violent Crimes
- record breaking achievement in finding and seizing illegal firearms
- reduction in Woundings & Shootings from 2015 to 2016
- establishing evidence-based policing as part of the organization ethos
- implementation of Hot Spots Policing as a key crime fighting initiative
- implementation of the use of haemostatic (quick clotting) bandages



STRATEGIC GOAL #2

- marked reduction in Road Traffic Accidents (RTAs)
- marked reduction in Fatal Road Traffic Accidents (FRTAs)
- marked improvement in police visibility and accessibility across the country by way of increased patrols
- implementation of voluntary breath-testing exercises
- successful implementation of speed measuring devices



STRATEGIC GOAL #3

- continued positive engagement of youths via our Police Youth Club initiative
- implementation of Customers Service Representatives (CSRs) in the TTPS
- community outreach activities
- community-based meetings
- customer service training
- station council meetings
- partnership with communities and other key stakeholders

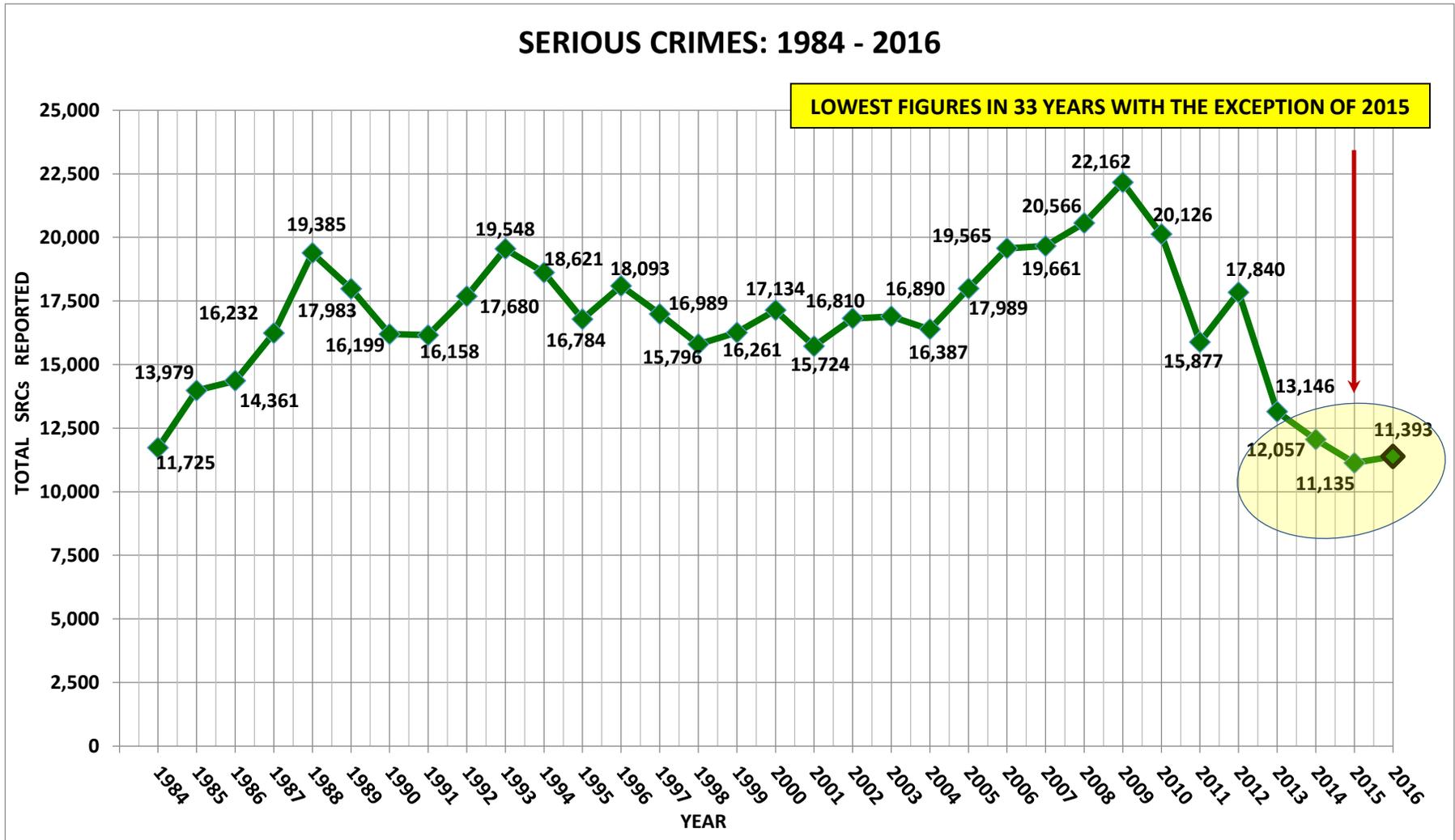


STRATEGIC GOAL #4

- training of officers in Peer Counselling
- training of officers in various areas locally, regionally and internationally
- use of advance technology including GPS, Geo-mapping, CCTV, speed detection devices
- promotion of the largest number of Second Division Officers (SDOs) in the organization's history
- reward and recognition of officers
- recruitment of officers
- training officers as peer counsellors

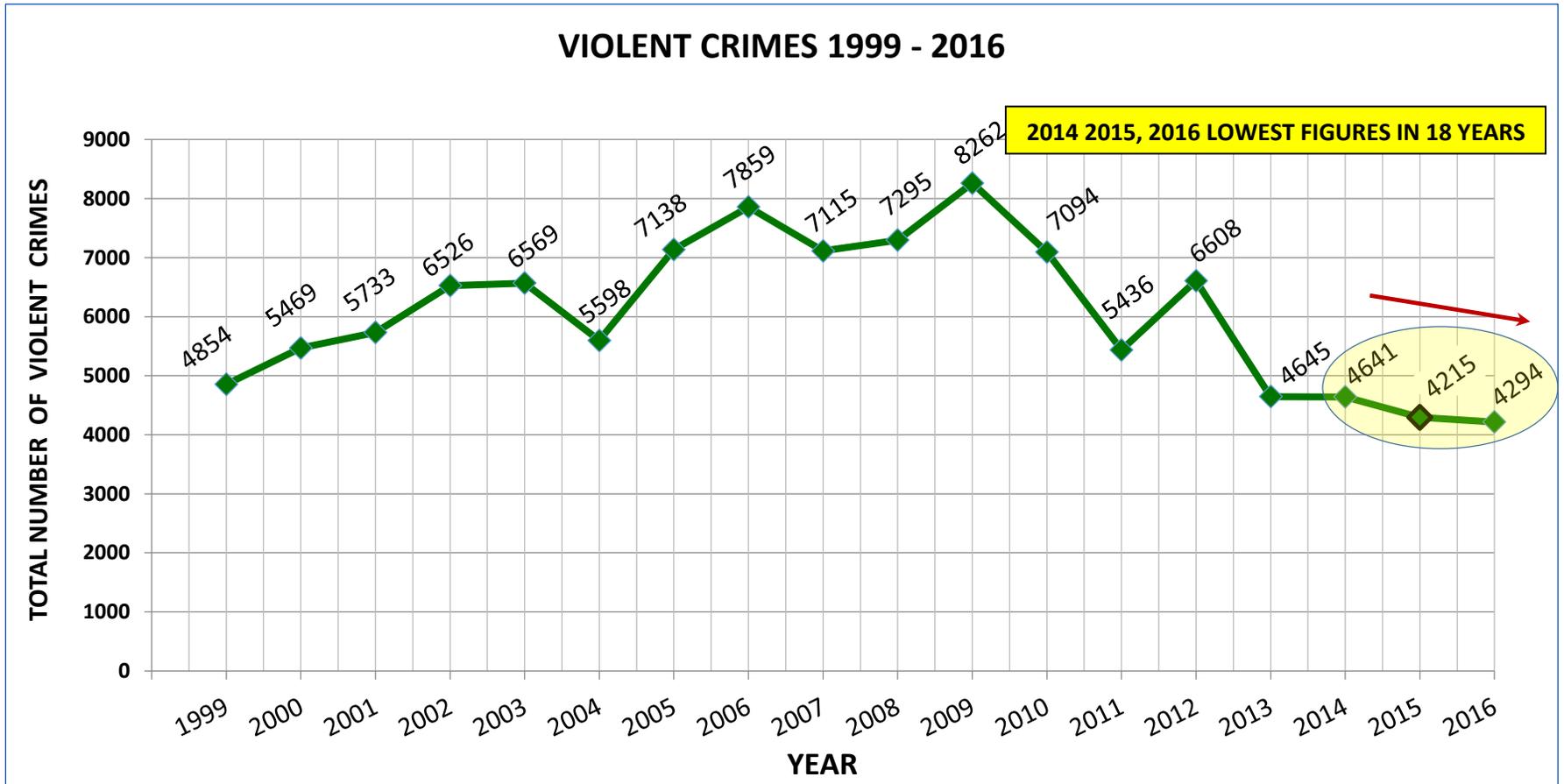


Appendix 2. Serious Crimes 1984 - 2016



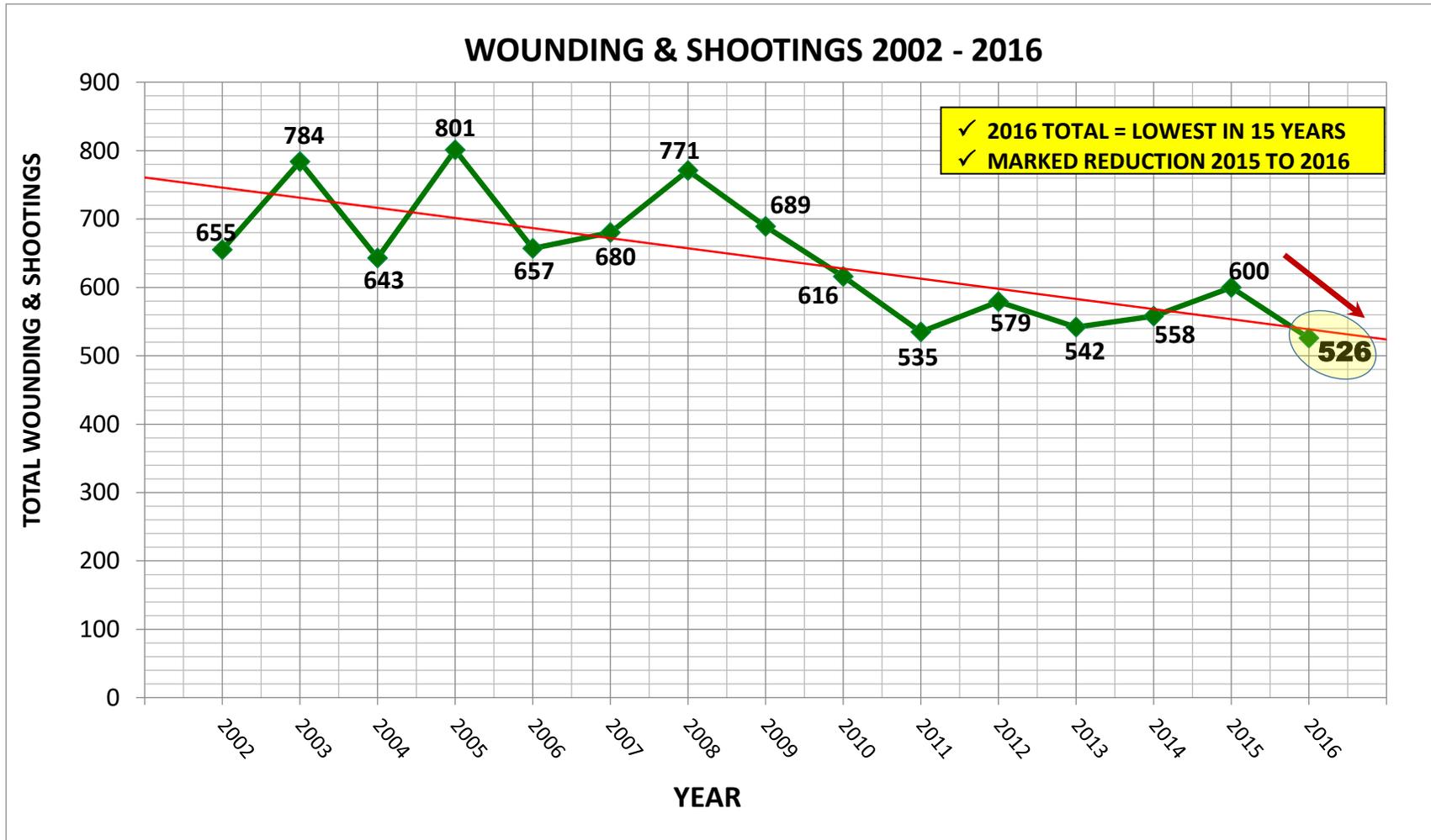


Appendix 3. Violent Crimes 1999 – 2016



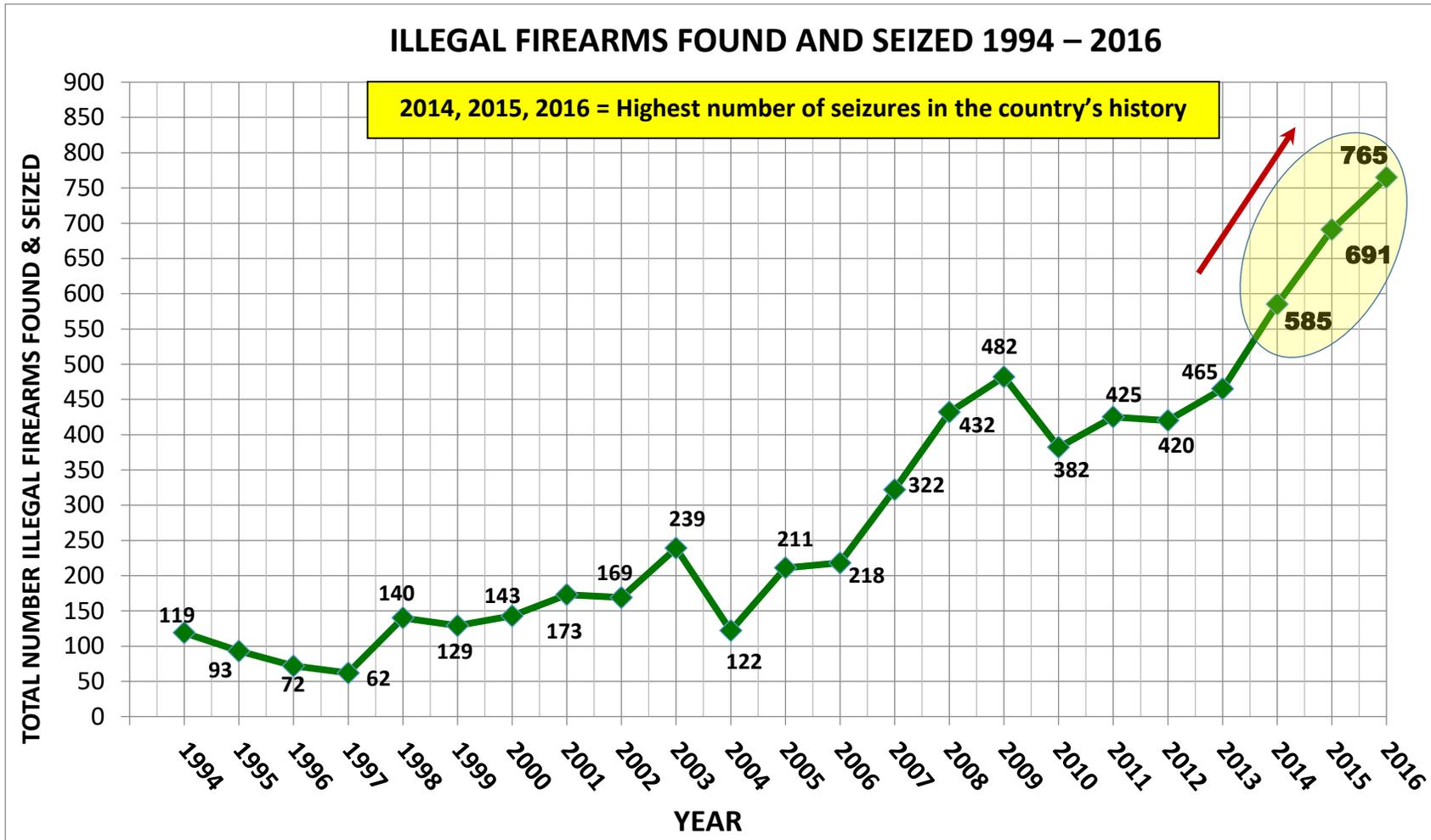


Appendix 4. Wounding & Shootings 2002 – 2016



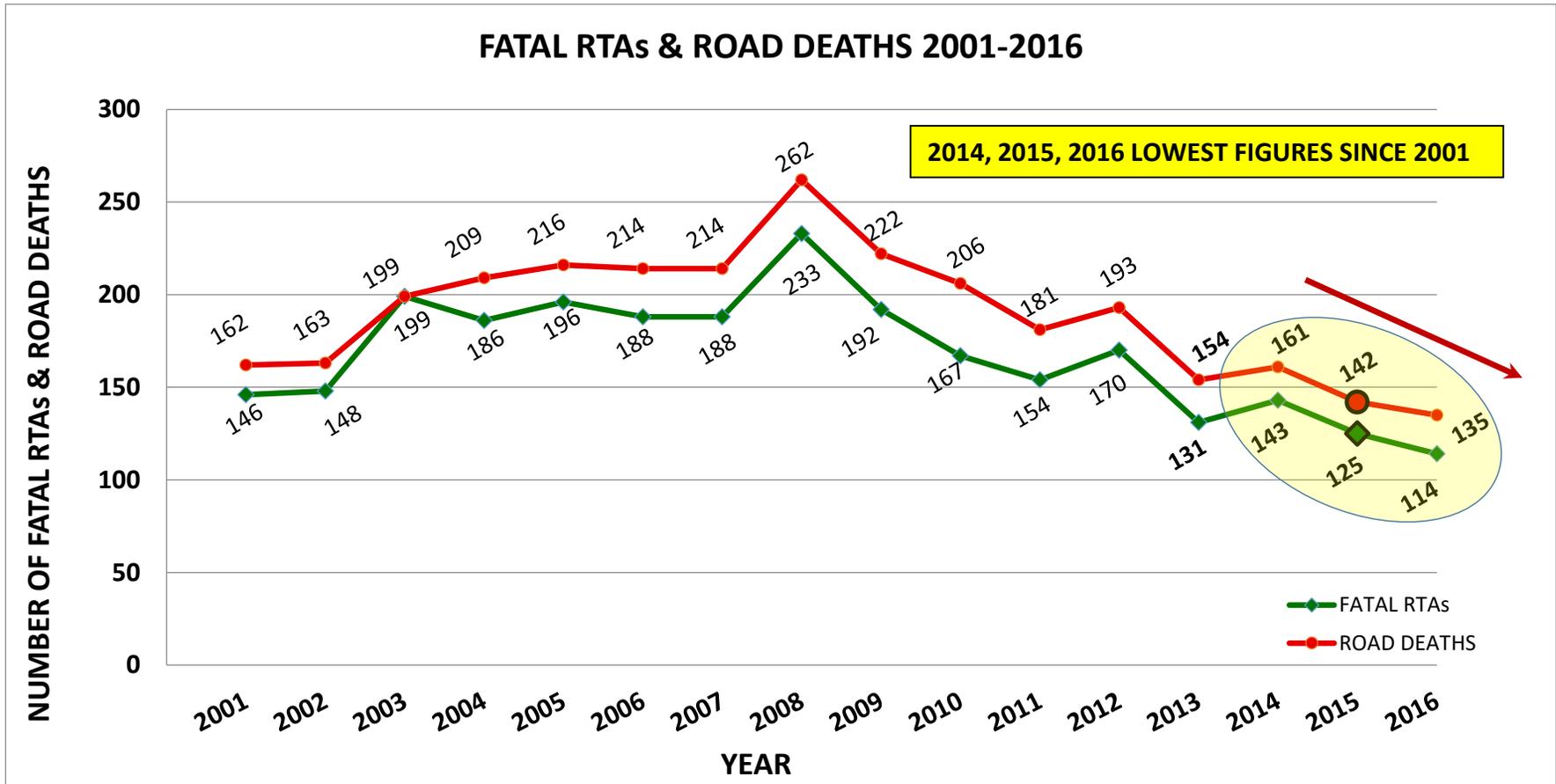


Appendix 5. Illegal Firearms Found and Seized 1994 - 2016



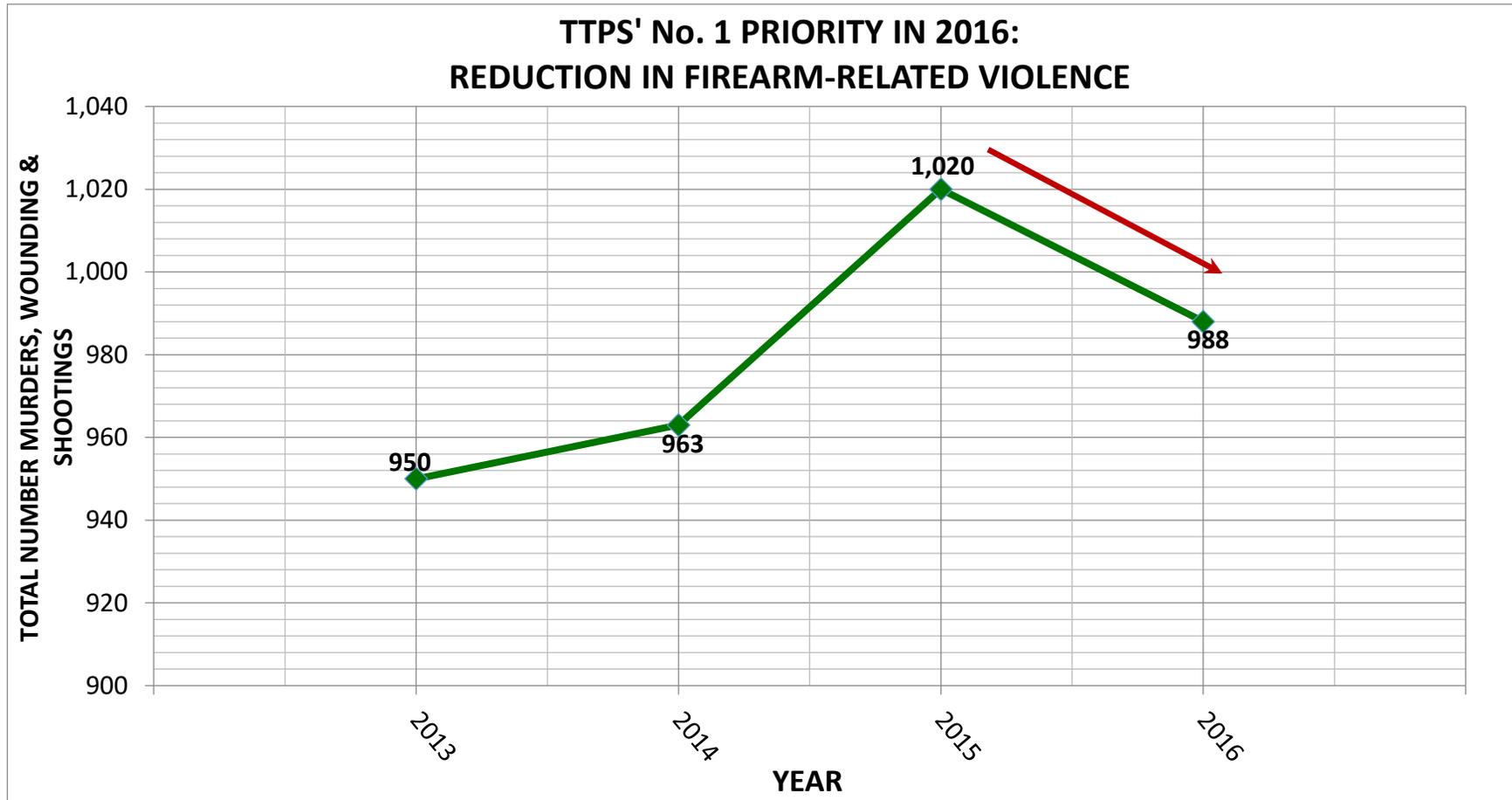


Appendix 6. Fatal RTAs and Road Deaths 2001 - 2016



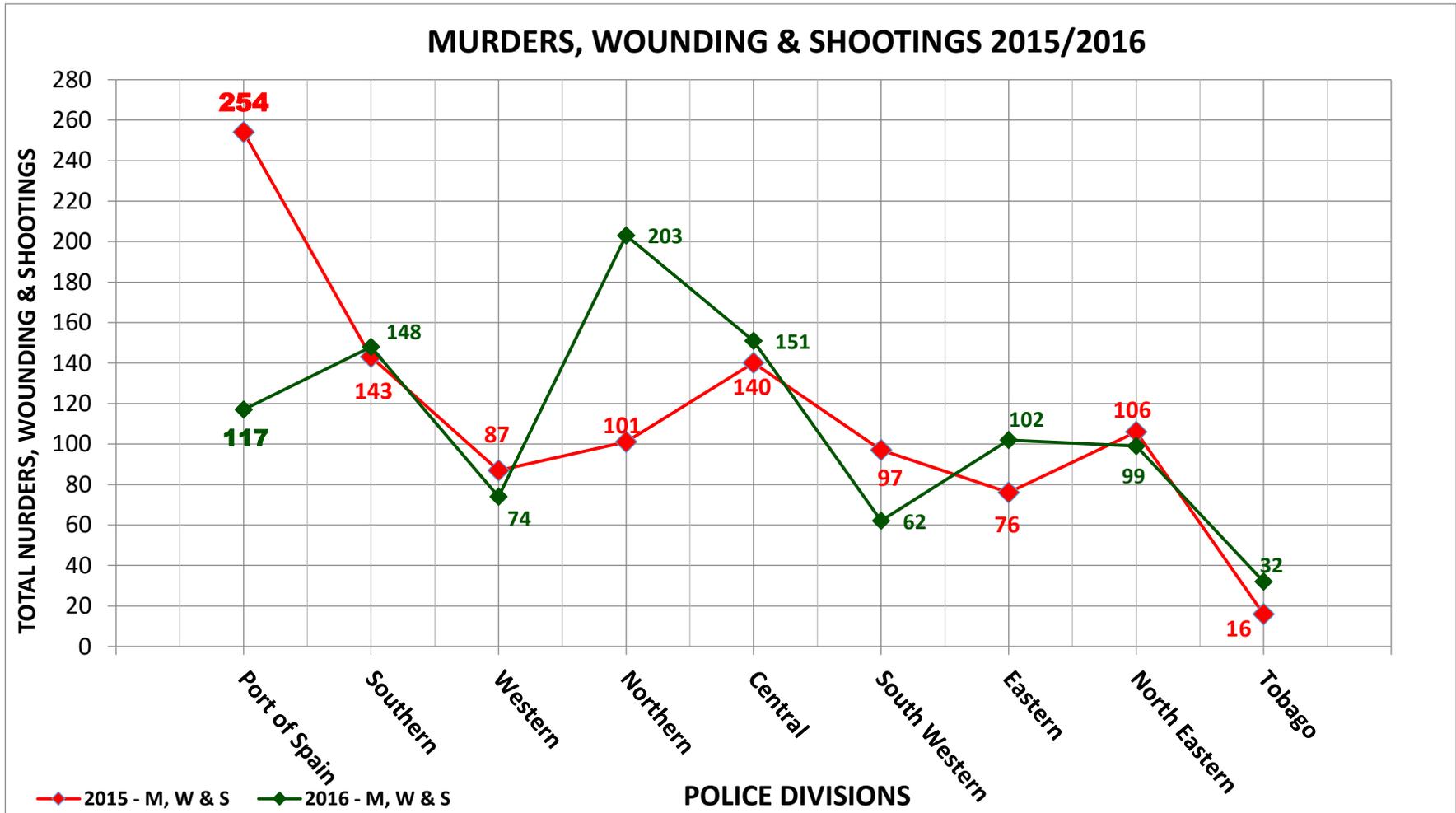


Appendix 7. Firearm-Related Violence 2013-2016



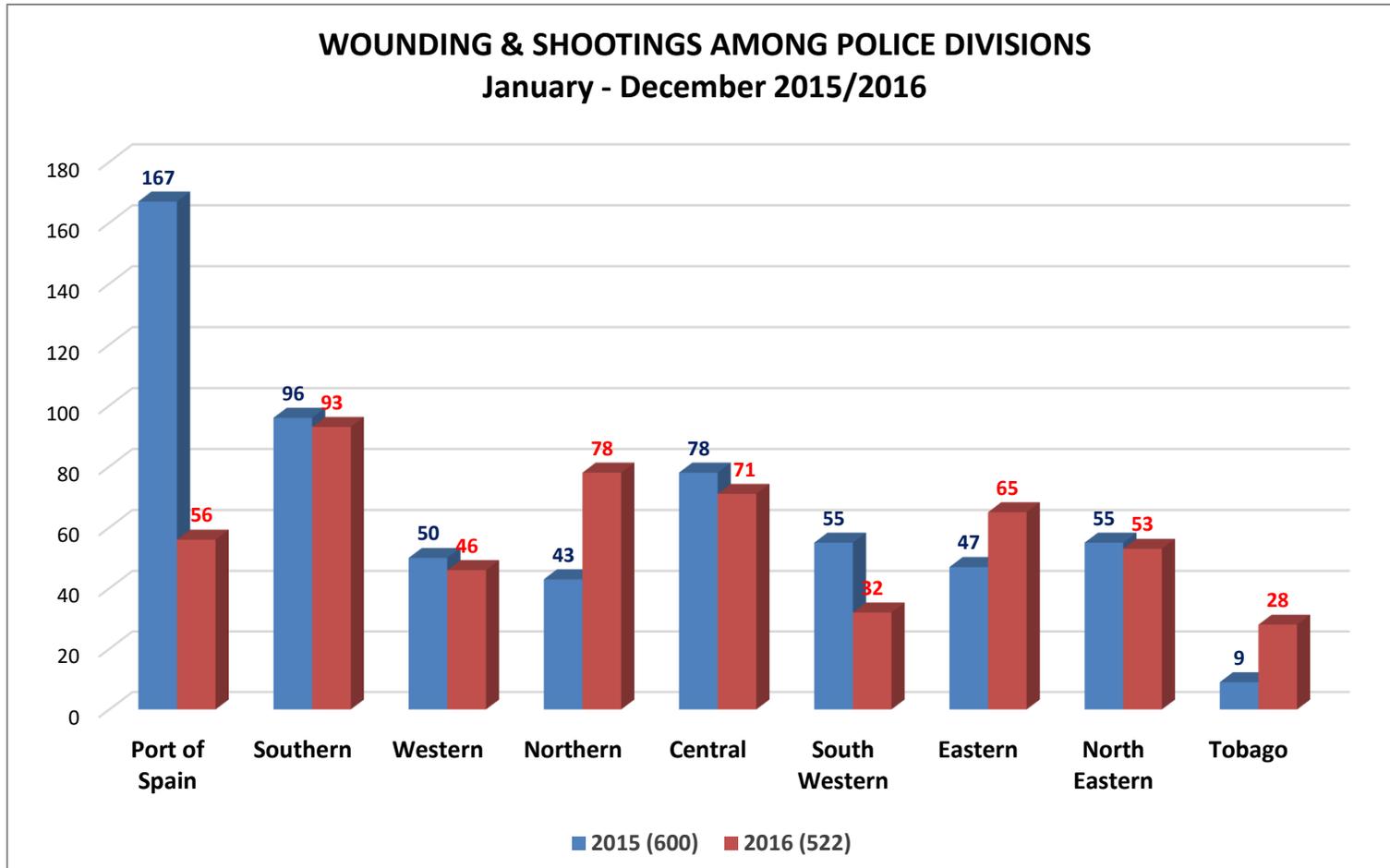


Appendix 8. 2015/2016 Murders, Wounding & Shootings among Police Divisions





Appendix 9. 2015/2016 Wounding & Shootings among Police Divisions





Appendix 10. 2015/2016 Murders among Police Divisions

