



TRINIDAD & TOBAGO POLICE SERVICE OPERATING PLAN 2014

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

JUNE 3, 2014



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

Five (5) core values define our Organization. These are:

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

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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INTRODUCTION

The year 2014 marks the first year in the 2014 – 2016 strategic planning cycle for the Trinidad and Tobago Police Service (TTPS). It is a year in which the citizens expect to see a change in the fear generating activities of Murders, Shootings and Woundings, and a continuation of the improvements in the performance of the Police Service.

The 2014 operating plan for policing Trinidad & Tobago has taken into consideration the expectations of the citizens and has developed appropriate actions to support the strategic goals and objectives of the Organization for the first year of the Strategic Plan.

The goals, objectives and action items are presented in the Action Plan with clearly identified timelines for the implementation of each action. The operating plan will follow the theme of the strategic plan, *Building an Exceptional Organization: One Team, One Vision*. This theme promotes team work which embraces collaboration and partnership between the TTPS and the communities.

The operating plan is built with an appreciation of the present context (*Where are we now?*), an understanding of the short-term future context (*Where do we want to be at the end of 2014?*) and a road map to achieve the envisaged future state (*How are we going to get there?*).

The effective implementation of the 2014 operating plan will be an important milestone in the journey towards our vision of “making every place in Trinidad and Tobago safe”.

TTPS IN CONTEXT

WHERE ARE WE NOW?

The Trinidad and Tobago Police Service recently completed its 2013 operating plan with encouraging results. There have been reductions in all types of serious reported crimes¹ (SRCs) with the exception of Murders and Fraud. The annual total reduction year on year, has been so significant that the 2013 annual total of 13,146 serious crimes is the lowest annual total recorded for the last 29 years (ie. since 1985). It shows a 26% reduction from the 2012 annual total of serious crimes. It is to be noted that serious crimes have been trending downwards since the all-time high of 22,162 SRCs in 2009. Nevertheless, the annual total of murders continue to be unacceptably high even though the 2013 annual total of 407 represents a 26% reduction from the all-time high annual total of 547 in 2008. There remains an urgent need to implement an effective strategy to drive murders down in Trinidad and Tobago.

Notwithstanding the encouraging results of the 2013 operating plan, the Organization has been shrouded by a very low detection rate of murders and other serious crimes for many years. A basic analysis of murders that have been committed over the last decade revealed two very important factors. First, the majority of murders have been committed within four Police geographical Divisions (Western, Port of Spain, Northern and North Eastern) which make up an area referred to as the East-West Corridor. The other factor is that more than 70% of all Murders are committed with firearms, which are the weapons of choice for the offenders.

The incidence of murders, their violent nature and the low detection rates have contributed to the public perception that crime in general is on the increase. Additionally, it has resulted in the proliferation of fear of crime among citizens and low public

¹ Serious Crimes – collective term used 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

confidence and trust in the TTPS. The action items that will be implemented in this plan are geared towards positively impacting these critical issues.

Our geographical location to Latin America has resulted in Trinidad and Tobago being used as major transshipment point for drugs. This activity is usually accompanied by firearms, which remain in our country, while the drugs are transhipped to the United States of America (USA) and Europe. The firearms are used to commit violent crimes and help to promote gang-related activities. It is therefore incumbent on the TTPS to implement actions that will not only encourage the strengthening of the porous borders but which will deter involvement in drug and gang related activities.

Crime management and law enforcement cannot be effectively performed if the relationship between the police and the public is fractured. Although key actions will be taken by the TTPS to improve the safety and security of our citizens, all will come to naught if the longstanding poor TTPS-Community relationship is not improved. A major thrust of the Organization this year is to strengthen its relationship with the community and to work more closely with them in the fight against crime. Securing of purposeful collaboration with the communities will help to restore public confidence and trust in the TTPS.

WHERE DO WE WANT TO BE BY DECEMBER 31ST 2014?

The 2014 operating plan is intended to take the Police Service along its growth and development path towards a vision of making every place in Trinidad and Tobago safe. We can envisage the visible active presence of police officers across Trinidad and Tobago especially on our Highways, main shopping areas, residential areas and locations classified as Hotspots. Citizens will experience an environment which is safer because we envision a reduction in Murders, Shootings, Wounding and all other Serious Crimes.

The realm of contemporary crime management and law enforcement is multifaceted. The TTPS will therefore increase its use of technology by Officers in the fight against crime. Technology must play an important part in our 2014 policing effort as contemporary policing requires police officers to have real-time access to data whilst on the beat to make timely decisions. Mobile Adhoc Networking technology will be vigorously pursued in 2014 to complement Close Circuit Television (CCTV) cameras, Global Positioning System (GPS) tracking and Geographic Information System (GIS) mapping.

Officers will also be exposed to many developmental training programmes including investigative skills training and customer service training. As a result of this, a positive change in the relationship between the Police and the citizens is expected. The establishment of a new Professional Standards Unit will result in incidents of police corruption and misconduct being dealt with in a speedy manner. Subsequently, members of the public will experience a greater level of confidence and trust in the TTPS, and will be more forthcoming in providing information to the police to improve the detection of crime.

Capacity building and institutional strengthening will contribute to the development of an exceptional workforce. To this end, there will be changes in the system used for promoting Second Division Officers and major improvements in the ambience of police buildings as several new stations will be built and buildings in need of repair will be refurbished.

The mass media and social media have emerged as important features of the contemporary environment. There are now local Television shows such as Crime Watch and social networking sites such as Facebook and Twitter on which citizens are engaging very actively. These forms of media have complicated policing by the type of information that they circulate and the high demand for information that is created. The Police Service will conduct programmes and activities in 2014 geared towards addressing the challenges of mass media and social media.

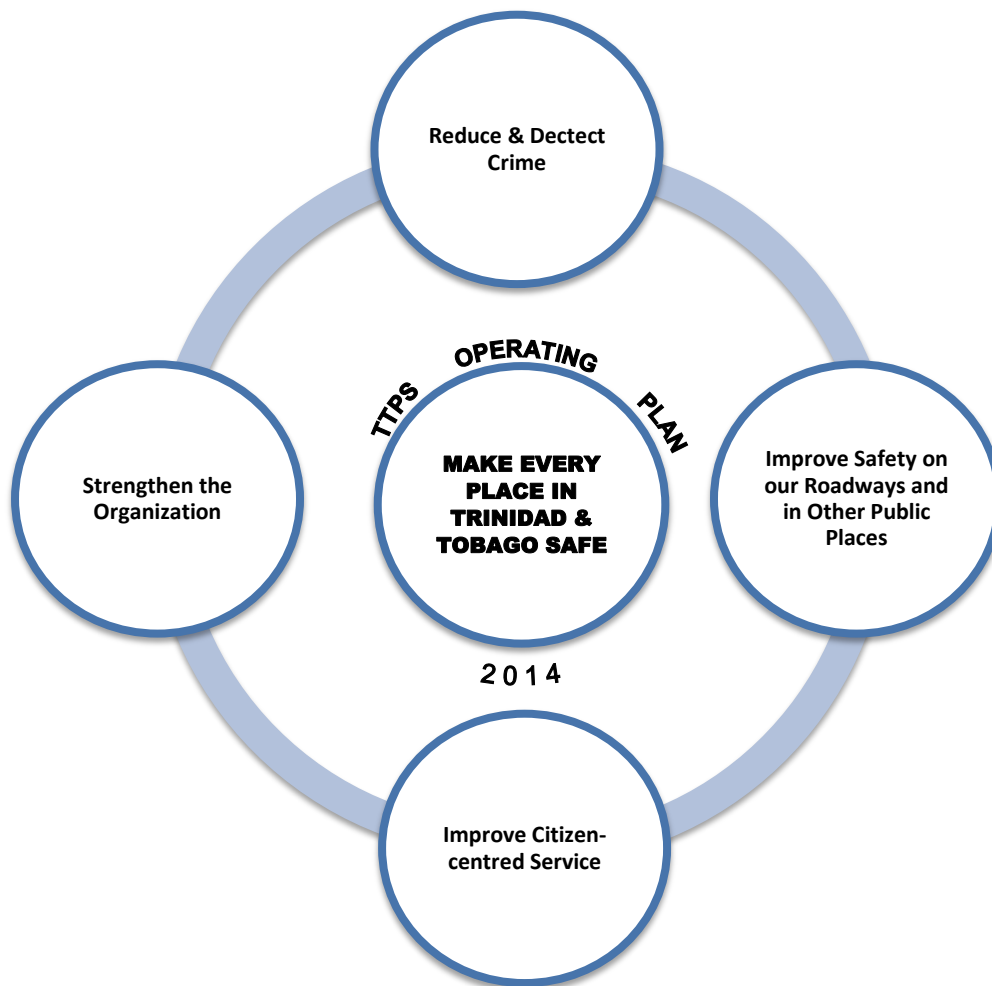
The action items outlined in this plan will contribute towards the continuous improvement of the TTPS, a positive change in the public's perception of the Organization, and overall, a safer environment for the people of Trinidad and Tobago.

ACTION PLAN 2014

HOW WILL WE GET THERE?

The TTPS will use the strategic goals and objectives from its 2014 - 2016 Strategic Plan to steer the organization forward (see Figure 1 TTPS Strategic Goals 2014 and Figure 2 Strategic Plan Flow Chart). The specified goals and objectives will be supported by action items (initiatives, programmes and tasks) which are together presented in the form of a detailed action plan with clearly set implementation timelines (see Action Plan 2014). The implementation of the action items will be monitored by a specially selected team of employees and is the mechanism which will allow the TTPS to reach the state that is envisaged for the end of 2014.

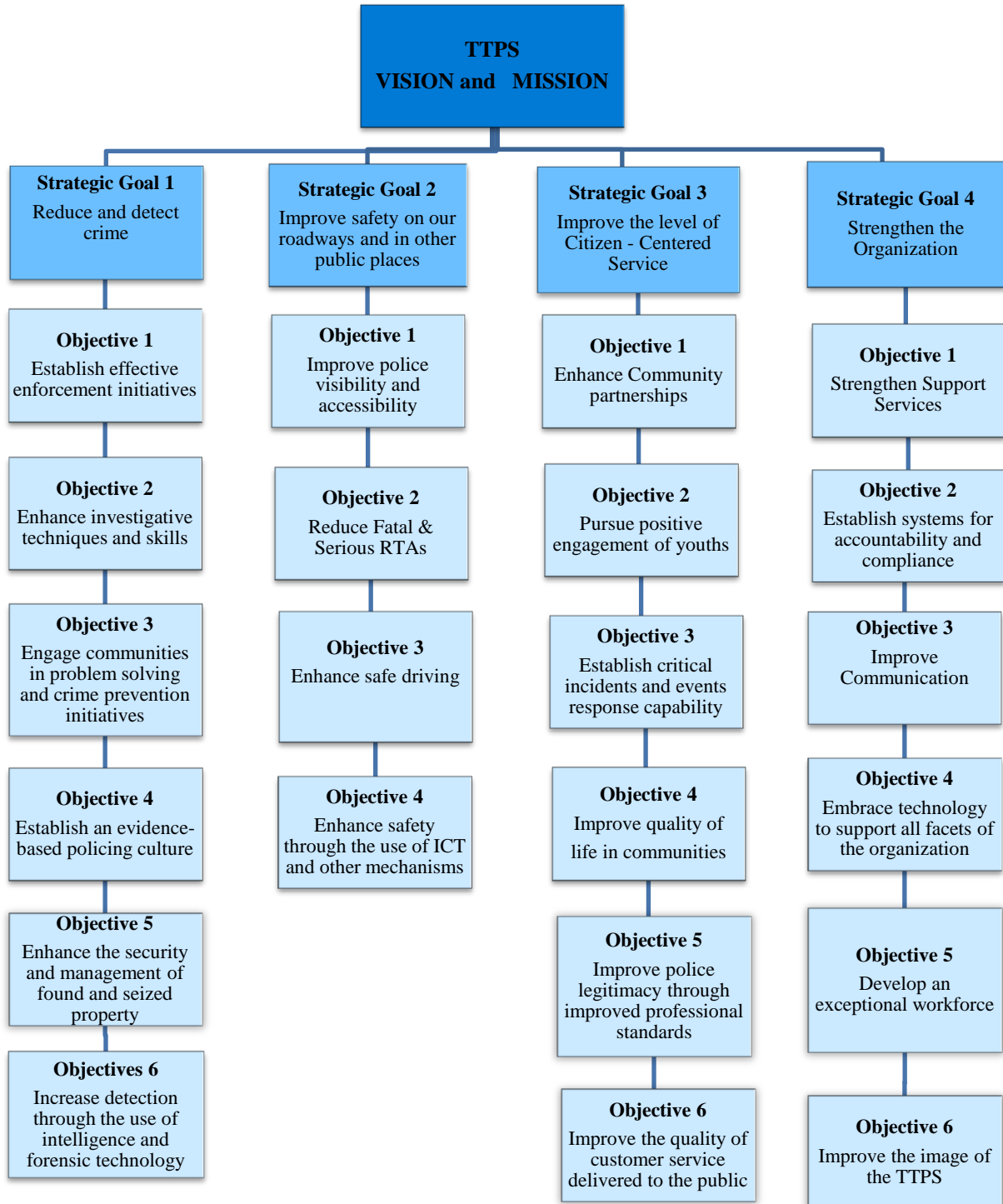
Figure 1. TTPS Strategic Goals 2014



THE STRATEGIC PLAN FLOW CHART

The Strategic Plan Flow Chart includes the four strategic goals that are being pursued by the TTPS and the objectives that are relevant to each goal. Specific action items have been assigned to each objective along with the implementation timeline and the responsible persons.

Figure 2. 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.

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

PERFORMANCE AREAS 2014	PERFORMANCE TARGETS 2014
Serious Crimes	15% Reduction
Violent Crimes	20% Reduction
Murders	20% Reduction
Detection Rate	10% Increase
Firearms Recovery	10% Increase
Stop & Search Forms completed	10% Increase
Hotspots Policing Strategy	Implementation in at least 40 Stations
Strengthen Key Specialist Units with human and technological resources to improve detection	Strengthening of key Specialist Units
Digital Recording of Interviews of suspects	Implementation
Electronic Identification Parades	Implementation

Table 1.1 Action Items to Establish Effective Enforcement Initiatives

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.1 – Establish effective enforcement initiatives		
Action Items		Implementation Timeline
1	Implement a “total policing day” initiative once weekly to optimise the use of all resources in the nine Police Divisions.	May 2014
2	Partner with internal and external stakeholders to promote a public awareness initiative via the electronic media to help citizens to become more security conscious and co-operative in the fight against crime	May 2014
3	Lobby for changes to be made to legislation and government policies that have direct impact on crime control	January 2014
4	Implement a violent crime reduction initiative with emphasis on removing firearms from the streets	January 2014
5	Enhance Operation H.O.P.E. to control crime in the Port-of-Spain Division	January 2014
6	Establish a Counter Terrorist Task Force	June 2014
7	Implement a counter Transnational Organized Crime (TNOC) strategy	September 2014
8	Promote Interpol’s “Turn Back Crime” initiative	July 2014

Table 1.2 Action Items to Enhance Investigative Techniques and Initiatives

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.2 – Enhance investigative techniques and initiatives		
Action Items		Implementation Timeline
1	Strengthen key specialist units on a phase basis via training, human and technological resources to improve detection and co-operation	March 2014
2	Increase collaboration with other agencies such as the Defence Force, Strategic Services Agency (SSA), Customs and Traffic Wardens	January 2014
3	Enhance detection of white collar crimes by expanding training and strengthening investigative techniques of the Financial Investigation Branch and Fraud Squad	July 2014
4	Implement a criminal case management system to improve the process from arrest to court determination	June 2014
5	Train and develop officers in all aspects of criminal investigation	January 2014
6	Target priority crimes ² and priority offenders ³ in order to reduce crime and increase detection rate.	January 2014

² Priority Crimes refer to violent and other serious crimes which have major negative impact on the public's perception of crime

³ Priority Offenders refer to persons identified as having committed priority crimes

Table 1.2 continued

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.2 – Enhance investigative techniques and initiatives		
Action Items		Implementation Timeline
7	Target and dismantle gangs on a priority basis with the most prolific being first	January 2014
8	Establish a Sexual Offenders Registry to record particulars of sexual offenders	September 2014
9	Increase the TTPS pack of dogs to maximise the use of canines in detection	June 2014
10	Optimize the use of all Interpol Databases	December 2014
11	Implement digital recording of interviews with suspects	September 2014
12	Implement electronic identification parades to enhance the process for identification of suspects	December 2014

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

Strategic Goal 1 – Reduce and Detect Crime	
Objective 1.3 – Engage communities in problem solving and crime prevention initiatives	
Action Items	Implementation Timeline
1	Enhance the <i>Hearts and Minds</i> programme to reduce violent crimes in Laventille
2	Conduct monthly community-based meetings in the Police geographical Divisions
3	Encourage and facilitate establishment of neighbourhood watch groups in communities
4	Implement a primary school support project on a phase-basis
5	Implement a single parent assistance initiative on a phase-basis
6	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

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.4 – Establish an Evidence-Based policing culture		
Action Items		Implementation Timeline
1	Implement a Hot Spots Policing strategy in all Police Station districts	December 2014
2	Train Police Officers of all ranks in Evidence-based Policing.	August 2014
3	Publish a policy to institutionalize Evidence-based Policing	September 2014
4	Upgrade the Crime and Problem Analysis Branch (CAPA)	September 2014
5	Conduct experiments and quasi experiments on specially selected policing and crime control strategies	December 2014
6	Implement COMPSTAT as a crime control strategy at three levels (Station, Division and Executive)	April 2014
7	Partner with the University of the West Indies to conduct a national survey of crime and victimization	January 2014

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

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.5 – Enhance the security and management of found and seized property		
Action Items		Implementation Timeline
1	Strengthen the system for management and accountability of seized and found property	August 2014
2	Conduct training of Police Officers in the effective management of property	August 2014
3	Upgrade facilities for storage of property	July 2014
4	Revise the Standing Orders related to found and seized property	October 2014

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

Strategic Goal 1 – Reduce and Detect Crime		
Objective 1.6 – Increase detection through the use of intelligence and technology		
Action Items		Implementation Timeline
1	Increase the number of Crime Scene Investigation (CSI) experts	December 2014
2	Increase the TTPS covert surveillance capacity through the use of Surveillance Officers and advanced technology	December 2014
3	Implement an Informant Handling Policy to manage the relationship with human intelligence sources	September 2014
4	Lobby for improvement of facilities at the Forensic Science Centre to speed up processing and delivery of forensic results to the Police	September 2014
5	Institutionalize the use of social networks and other ICT forums to assist with crime detection	September 2014
6	Strengthen inter-agency coordination, collaboration and partnership by providing support for the operations of the National Operations Centre (NOC)	January 2014

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

PERFORMANCE AREAS 2014	PERFORMANCE TARGETS 2014
Road Traffic Accidents	10% Reduction
Fatal Road Traffic Accidents	10% Reduction
Number of Officers Patrolling on Highways	10% Increase
Acquire 400 Speed Guns	Acquisition of 400 Speed Guns
Number of persons arrested for driving under the influence of alcohol in breath exceeding the prescribed limit	10% Increase
Introduce Body Worn Cameras to selected Units	Introduction of body worn cameras to the selected Units

Table 2.1 Action Items to Improve Police Visibility and Accessibility

Strategic Goal 2 – Improve Safety on our Roadways and in Other Public Places		
Objective 2.1 – Improve Police visibility and accessibility		
Action Items		Implementation Timeline
1	Maximise the use of surveillance bays on the highways	December 2014
2	Implement the use of body-worn cameras by Officers on patrol	June 2014
3	Explore opportunities for increased use of bicycle patrols	July 2014
4	Implement “people-centred foot patrols” in which Officers and members of the community engage to get to know each other	August 2014
5	Increase the number of marked police vehicles in the TTPS for patrol deployment	September 2014
6	Expand police visibility exercises by including all uniformed Departments such as Mounted Branch, Finance Branch, HR Branch and Court & Process Branch	January 2014

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

Strategic Goal 2 – Improve Safety on our Roadways and in other places		
Objective 2.2 – Reduce fatal and serious road traffic accidents (RTAs)		
Action Items	Implementation Timeline	
1	Conduct a study on RTAs to improve the road policing strategy	October 2014
2	Acquire speed guns and train officers to use them	June 2014
3	Increase the number of Breath Testing Technicians by training additional Officers and procuring additional equipment	July 2014
4	Implement training for Officers to increase their knowledge and understanding of motor vehicle and road traffic laws and relevant investigative practices	September 2014
5	Establish voluntary breath-testing check points across Trinidad & Tobago	September 2014
6	Implement a Road Safety Awareness and Traffic Law Education Campaign (iRoadSafe)	May 2014
7	Make representation to the relevant authorities regarding improvement of road signage, markings on the road, placement of medians etc	September 2014

Table 2.3 Action items to Enhance Safe Driving

Strategic Goal 2 – Improve Safety on our Roadways and in other places		
Objective 2.3 – Enhance safe driving		
Action Items		Implementation Timeline
1	Implement a traffic control initiative with stringent enforcement of the laws	March 2014

Table 2.4 Action Items to Enhance Safety Through the Use of ICT and Other Mechanisms

Strategic Goal 2 – Improve Safety on our Roadways and in other places		
Objective 2.4 – Enhance safety through the use of ICT and other mechanisms		
Action Items		Implementation Timeline
1	Implement the use of laser speed guns for speed control and detection	December 2014
2	Promote safety via the print and electronic media	March 2014
3	Expand deployment and maximise use of CCTV cameras	December 2014
4	Ensure that all Officers are provided with the gear needed to execute their duties and secure their personal safety	December 2014
5	Enhance Police Officers' ability to respond to serious physical injuries by equipping them with trauma kits and first aid kits	July 2014
6	Train Officers in personal safety techniques for use while on patrol	September 2014

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

PERFORMANCE AREAS 2014	PERFORMANCE TARGETS 2014
Implement a revised Community Policing Plan	Implementation
Police Youth Clubs (PYC)	At least 12 additional
Assign a Police Liaison Officer (PLO) to work fulltime with each Youth Club	One PLO to each PYC
Police Misconduct	10% Reduction
Establish a new Professional Standards Unit	Establishment of a new Professional Standard Unit
Issue business cards to all Police Officers of the rank of Sergeant and above	Issuance of the business cards
Implement a Primary School Intervention in Laventille	Implementation
Implement a Single Parent Assistance Initiative in Laventille	Implementation
Implement a Community Outreach Programme	Implementation
Train 1000 frontline Officers in Customer Service	1,000 frontline Officers trained

Table 3.1 Action Items to Enhance Community Partnerships

Strategic Goal 3 – Improve the level of Citizen- Centred Service		
Objective 3.1 – Enhance Community Partnerships		
Action Items		Implementation Timeline
1	Upgrade the Community Policing Plan	February 2014
2	Establish a school support system by assigning one Police Officer to each secondary school. This Officer shall be the School Liaison Officer.	January 2014
3	Promote joint responsibility for safety and security by actively engaging community members in the development and implementation of community specific crime prevention initiatives	October 2014
4	Increase police participation in community based activities	October 2014
5	Deliver customer service training to all TTPS employees (Police & Civilians)	December 2014
6	Implement an anti-bullying campaign in schools across Trinidad & Tobago	December 2014
7	Implement a public awareness campaign on the Police Service and its activities	May 2014
8	Engage communities via Police Band activities	January 2014
9	Implement a Community Outreach Caravan	March 2014

Table 3.2 Action Items for Positive Engagement of Youths

Strategic Goal 3 – Improve the level of Citizen- Centred Service	
Objective 3.2 – Pursue Positive engagement of youths	
Action Items	Implementation Timeline
1	Increase the number of Youth Clubs in T &T by at least 12 clubs December 2014
2	Assign a Police Liaison Officer to each Police Youth Club February 2014
3	Foster positive relationships with the youth through partnerships with schools and relevant Government Ministries December 2014
4	Develop and implement public education programs and intervention initiatives targeting the youths December 2014

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

Strategic Goal 3 – Improve the level of Citizen- Centred Service		
Objective 3.3 – Establish critical incidents and events response capability		
Action Items	Implementation Timeline	
1	Establish a Critical Incidents, Events and Disaster Co-ordination Unit	September 2014
2	Collaborate with the Office of Disaster Preparedness (ODPM) to enhance the plan for health, safety and emergency management.	January 2014
3	Assign Emergency Support Officers (ESO) to the ODPM for at least one year on a rotation basis	July 2014
4	Conduct training of Officers to improve the level of readiness for critical incidents and emergencies	December 2014
5	Review and finalize with ODPM the draft Civil Protection Plan	September 2014
6	Conduct training in first aid for all ranks of Police Officers	September 2014

Table 3.4 Action Items to Improve Quality of Life in Communities

Strategic Goal 3 – Improve the level of Citizen- Centred Service		
Objective 3.4 – Improve quality of life in communities		
Action Items		Implementation Timeline
1	Strengthen the Victim & Witness Support Unit (VWSU) to enhance its capacity to reduce repeat victimization	December 2014
2	Collaborate with relevant stakeholders to minimise incidence of domestic violence	December 2014
3	Promote social networking to provide citizens a forum for reporting quality of life issues that includes tips and complaints as well as receive crime updates	August 2014
4	Establish a Child Protection Unit	September 2014
5	Implement public education programmes to sensitize citizens about roles & functions of the Police and other issues related to safety and security	December 2014
6	Strengthen collaboration with the Regional Corporations regarding community maintenance & safety	December 2014

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

Strategic Goal 3 – Improve the level of Citizen- Centred Service		
Objective 3.5 – Improve police legitimacy through improved professional standards		
Action Items		Implementation Timeline
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	June 2014
2	Aggressively identify and prosecute corrupt and errant members of the TTPS	January 2014
3	Improve engagement with motorists during Stop & Search activities by making courtesy a key feature of this interaction	January 2014
4	Employ a system of frontline policing that is visible and easily accessible to the public. For example issue business cards to Officers for distribution	June 2014
5	Expand the Police conduct & discipline outreach caravan	January 2014
6	Enhance transparency of the TTPS by making available to the public all disciplinary actions taken against errant Police Officers	August 2014
7	Review the guidelines governing care of persons in Police custody to ensure that the process is humane, transparent and fair	October 2014

Table 3.6 Improve Quality of Customer Service Delivered

Strategic Goal 3 – Improve the level of Citizen- Centred Service		
Objective 3.6 – Improve quality of customer service delivered to the public		
Action Items		Implementation Timeline
1	Implement a “Mystery Shopper” initiative to measure the quality of service delivered	October 2014

Table 4.0 Performance Areas for Goal #4: Strengthen the Organization

PERFORMANCE AREAS 2014	PERFORMANCE TARGETS 2014
Recruit at least 1000 Officers	1000 Officers recruited
Implement a flexible shift system in selected stations	Implementation
Implement an Absence Management Policy	Implementation
Implement a Criminal Case Management System	Implementation
Engage dialogue with the DPP for Police Officers to be seconded to the DPP office to prosecute cases in Court	Dialogue with the DPP
Implement a Sexual Harassment Policy	Implementation
Implement a revised Use of Force Policy to include the usage of non-lethal weapons along the use of force continuum	Implementation
Establish a Critical Thinking and Organizational Development Team	Establishment of this Team
Acquire trauma kits for Police vehicles to improve emergency response to serious injuries	Acquire at least 400 trauma kits
Recruit civilians to fill all approved and vacant contract positions	Fill all approved and vacant civilian positions
Introduce Mobile Adhoc Networking (MAN) technology	Introduction of (MAN) technology
Improve the system for promoting Second Division Officers	Improvement in the system

Table 4.1 Action Items to Strengthen Support Services

Strategic Goal 4 – Strengthen the Organization		
Objective 4.1 – Strengthen Support Services		
Action Items		Implementation Timeline
1	Develop and implement a recruitment plan to eliminate the shortage of Officers in the TTPS	September 2014
2	Recruit Civilians to fill all approved vacant contract positions	April 2014
3	Maximise the use of the TTPS Polygraph Unit in the recruitment process	September 2014
4	Develop and implement a strategic HR plan	December 2014
5	Computerize processes of the Finance Branch	September 2014
6	Train officers in peer counselling & revaluation counselling to expand support systems available to Officers	December 2014
7	Enhance the EAP by fully staffing the programme with the complement of personnel required	December 2014
8	Establish an Events Management Unit to co-ordinate and manage all internal events	October 2014
9	Provide temporary emergency housing for women Police Officers in distress	January 2014
10	Implement a flexible shift system in selected stations	June 2014

Table 4.2 Action Items to Establish Systems for Accountability and Compliance

Strategic Goal 4 – Strengthen the Organization		
Objective 4.2 – Establish systems for accountability and compliance		
Action Items		Implementation Timeline
1	Implement an Absence Management policy	October 2014
2	Implement a Sexual Harassment Policy	July 2014
3	Revise the Use of Force Policy	March 2014
4	Conduct a manpower audit	July 2014
5	Improve the fleet management system	August 2014
6	Establish an Internal Audit Unit to audit the financial and accounting activities of the organization	October 2014
7	Implement an Occupational Safety and Health (OSH) Strategy	August 2014
8	Implement a management system for Extra Duty activities	September 2014
9	Establish an Inspection Unit to conduct operational audits and monitor and evaluate projects and programmes	December 2014
10	Speed up disciplinary process for errant Police Officers	September 2014
11	Implement standard operational procedures for breath testing of drivers	August 2014

Table 4.3 Action Items to Improve Communication

Strategic Goal 4 – Strengthen the Organization	
Objective 4.3 – Improve Communication	
Action Items	Implementation Timeline
1	Upgrade to a state of the art communication system for the TTPS
2	Implement an upgraded IP/PBX system across the TTPS

Table 4.4 Action Items to Embrace technology to Support all facets of the Organization

Strategic Goal 4 – Strengthen the Organization		
Objective 4.4 – Embrace technology to support all facets of the Organization		
Action Items		Implementation Timeline
1	Develop and implement an ICT strategic plan	September 2014
2	Utilize technology to facilitate online meetings and training	August 2014
3	Upgrade the TTPS criminal records system	June 2014
4	Fully implement the Automated Fingerprint Identification System	June 2014
5	Increase the use of Geographical Information System (GIS)	August 2014
6	Review data management processes to improve integrity and maximize the use in research	August 2014
7	Publish crime data on the TTPS website on a monthly basis to provide the public with timely access to the information	December 2014
8	Introduce Mobile Adhoc Networking (MAN) technology	December 2014
9	Integrate the driving simulator as a key component of defensive driving training	September 2014
10	Establish a firearm simulator suite to train all frontline Officers in the use of firearms under pressured conditions	October 2014

Table 4.5 Action Items to Develop an Exceptional Workforce

Strategic Goal 4 – Strengthen the Organization		
Objective 4.5 – Develop an exceptional workforce		
Action Items		Implementation Timeline
1	Implement a system for refresher and developmental training to foster skill building and professional growth	September 2014
2	Vigorously pursue full accreditation of the Police Academy	December 2014
3	Implement a Holistic Health and Wellness Programme for TTPS employees inclusive of Health Fairs	July 2014
4	Improve facilities and services at the Police Hospital	December 2014
5	Pursue an aggressive programme to refurbish, renovate and reconstruct Police stations and other facilities	January 2014
6	Initiate Organizational restructuring of the TTPS	September 2014
7	Increase the staffing allocation to the Police Academy to satisfy the expanded role	September 2014
8	Engage in dialogue with the DPP for police officers to be seconded to the DPP office to prosecute cases in court	March 2014
9	Establish a Critical Thinking and Organizational Development Team	February 2014

Table 4.6 Action Items to Improve the Image of the TTPS

Strategic Goal 4 – Strengthen the Organization		
Objective 4.6 – Improve the image of the TTPS		
Action Items	Implementation Timeline	
1	Redesign reception areas of Police Stations and other buildings to create a more welcoming environment for customers	December 2014
2	Maximise engagement with janitorial service supply company to maintain a clean and customer-friendly environment at Police facilities	September 2014
3	Implement a policy to manage indiscriminate use of sirens	October 2014
4	Implement a policy for the use of flashing lights on Police vehicles	October 2014

CONCLUSION

The TTPS has begun a journey into the realm of contemporary policing. This journey commenced in 2013 with the introduction of Evidence based policing to the Organization. A Hotspots Patrol Experiment was carried out and this yielded encouraging results. Therefore, the 2014 operating plan has incorporated the implementation of Hotspots policing strategy geared towards Homicide Prevention. It is our intention to continue to use experiments and quasi experiments to guide our policing strategies and policies because it is an objective way of clearly identifying “what works, what does not work and what is promising” (Sherman, 1998).

It has been recognized that the relationships between the police and the community has been a strained one for far too long. The 2014 operating plan incorporates community engagement as a central feature of the plan as success requires that the police and community work together in harmony. It provides the TTPS with an ideal opportunity to change the national dialogue about policing from negative to positive through meaningful collaboration and partnerships with the citizens.

The TTPS is very conscious that positive change will not be manifested in any realm if the Organization simply does the same thing over and over and expect different results. In recognition of this fact, the TTPS is clearly changing its policing approach in order to achieve improved results. It is in this context that Evidence Based Policing, COMPSTAT and Community Oriented Policing are incorporated as complementary policing approaches in the 2014 operating plan. Together, the methodology of these three approaches will fortify the Organization as a whole and drive it towards accomplishing its Vision and Mission.

APPENDIX

SOME KEY INITIATIVES THAT WILL BE PURSUED IN 2014

