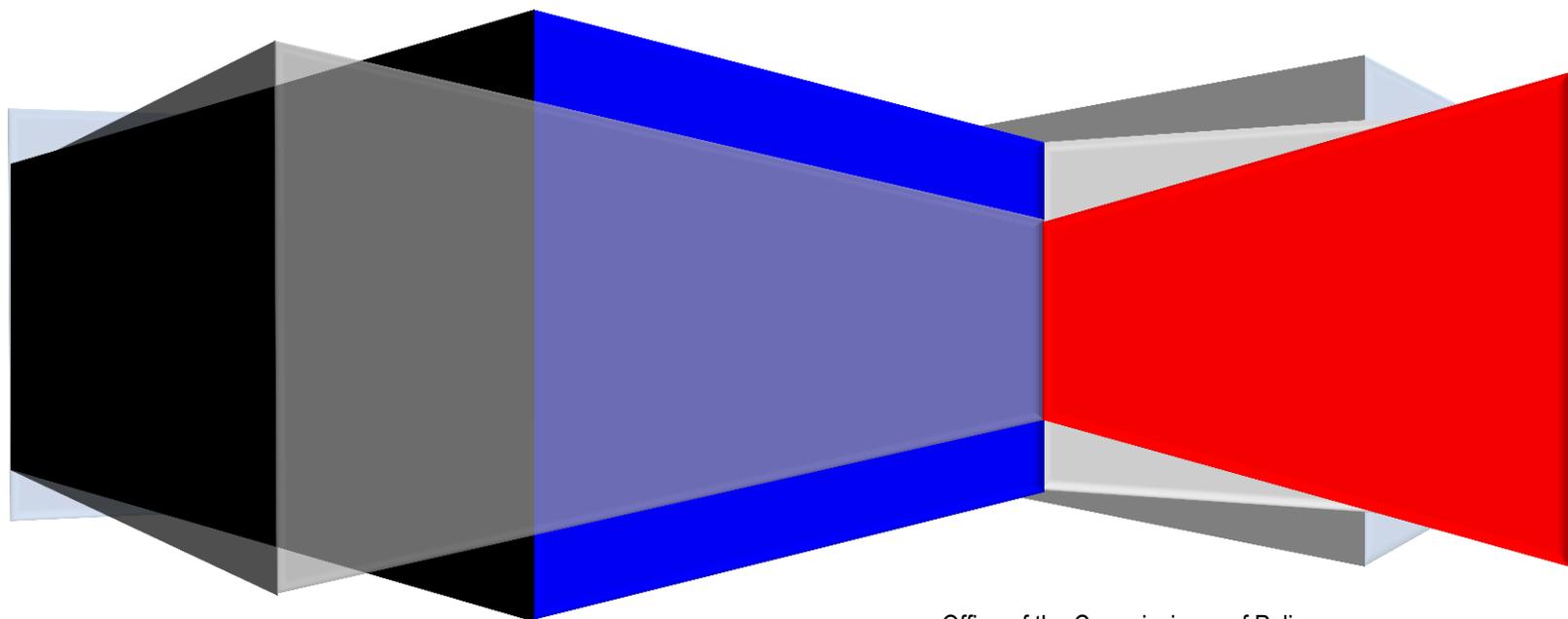




TRINIDAD AND TOBAGO POLICE SERVICE

OPERATING PLAN 2016

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



Office of the Commissioner of Police
January 31ST, 2016



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:

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.

TABLE OF CONTENTS

INTRODUCTION 4

TTPS IN CONTEXT:

WHERE ARE WE NOW? 5

WHERE DO WE WANT TO BE BY DECEMBER 31ST 2016? 9

HOW WILL WE GET THERE? 12

TTPS STRATEGIC GOALS 13

STRATEGIC PLAN FLOW CHART 2016..... 14

ACTION PLAN 2016: KEY PERFORMANCE TARGETS & ACTION ITEMS.....16

STRATEGIC GOAL #1 – REDUCE & DETECT CRIME.....17

STRATEGIC GOAL #2 – IMPROVE SAFETY ON OUR ROADWAYS & IN OTHER PUBLIC PLACES 22

STRATEGIC GOAL #3 – IMPROVE CITIZEN-CENTRED SERVICE.....26

STRATEGIC GOAL #4 – STRENGTHEN THE ORGANIZATION..... 31

2016 KEY INITIATIVES36

CONCLUSION..... 41

APPENDICES.....42

 APPENDIX 1 – Total Number of Serious Crimes Reported: 1983 - 2015

 APPENDIX 2 – Total Number of Violent Crimes Reported: 1999 - 2015

 APPENDIX 3 – Total Number of Road Traffic Accidents (RTAs): 2004 – 2015

 APPENDIX 4 – Total Number of Fatal Road Traffic Accidents (RTAs) & Road Deaths: 2004 - 2015

INTRODUCTION

The Trinidad and Tobago Police Service (TTPS) Operating Plan 2016 is the final of three (3) annual plans that serves as an operating guide for the organization during its strategic journey 2014-2016. This plan has been shaped through a process which encapsulates numerous considerations. They include a reflection on the two (2) previous annual operating plans, the current state of the country's economic and social environment, the government's policy concerning national security, the public's perception of safety and their demand for better quality policing services as well as the organization's vision and mission.

This plan encompasses the strategic goals that will be pursued in 2016, the key action items, the persons responsible for implementing each action and the implementation timelines. There are a total of ninety six (96) action items and thirty seven (37) targets. Emphasis has been placed on the initiatives that are of highest priority and which can more realistically be accomplished given the organization's budgetary constraints. Financial, human and operational resources, focussed leadership, purposeful teamwork, and strong partnership with stakeholder organization and the citizens who we serve have been identified as the most critical factors required for the successful implementation of this plan.

We are acutely aware of the humongous challenge in 2016 for us to deliver more with less resources. However, we are not daunted and will approach 2016 with high optimism. The organization's number one priority in 2016 is to reduce firearm related violence. We are prepared to go the full distance by working assiduously in pursuit of our vision to *make every place in Trinidad and Tobago safe; and we commit to the upholding of our 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. We envisage the successful implementation of the TTPS Operating Plan 2016 as we embrace one team, one vision as our mantra.*

TTPS IN CONTEXT

WHERE ARE WE NOW?

The General Elections held in September 2015 resulted in the country being led by a new government which has identified crime reduction as a key priority. Part of the government's policy position includes 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. The TTPS will support the implementation of these policy positions by maximising its investment of time and dedicated effort and resources towards making every place in Trinidad and Tobago safe.

The significant reduction in oil prices has spurred a global financial crisis which requires austerity measures at the individual, community, organizational and national level to bolster economies. In Trinidad and Tobago, fiscal constraints have resulted in a drastic reduction in the amount of financial resources allocated to the TTPS and has left the organization in a severely challenged state to deliver higher quality policing services with less resources. In 2016, the organization must improve resource management and adopt creative ways to be successful in the implementation of the operating plan.

In reflecting on 2015, some impressive results are revealed. The TTPS recorded the lowest annual total of serious crimes¹ (11,135) for the past 33 years² and the lowest annual total of violent crimes³ (4294) for the past 17 years⁴. This achievement was accompanied by a 7.6% reduction in serious crimes and a 7.5 % reduction in violent crimes. There were also a record-breaking number of illegal firearms found and seized.

¹ Serious Crimes is the collective term used by the TTPS to describe a group of crimes that include the following 13 offences: (a) murders, (b) woundings & shootings, (c) sexual offences, (d) kidnapping, (e) kidnapping for ransom, (f) burglaries & break-ins, (g) robberies, (h) fraud offences, (i) general larceny, (j) larceny motor vehicles, (k) larceny dwelling house, (l) narcotic offences and (m) other serious crimes.

² Refer to Appendix 1

³ Violent Crimes is the collective term used by the TTPS to describe a subset of serious crimes which include the following 6 offences: (a) murders, (b) woundings & shootings, (c) sexual offences, (d) kidnapping, (e) kidnapping for ransom and (f) robberies.

⁴ Refer to Appendix 2

The 2015 annual total of 690 is the highest number of weapons found and seized in the organization's history.

Our roadways were made safer with significant reductions in road traffic accidents (RTA's). The TTPS recorded the lowest annual total of RTA's (28,948) for the last 12 years and the lowest annual total of fatal RTA's (127)⁵ and road deaths (146) for the last 15 years⁶. The key activities that influenced these achievements include the increase in the number of regular breath-testing exercises⁷, voluntary breath-testing exercises⁸, the iRoadSafe campaign and the in-house produced public service announcements (PSAs) which encouraged roadway safety. These activities will continue in 2016 but will be complemented by targeted actions such as an evidence-based approach to roadway safety (identifying "accident hotspots" and deploying resources accordingly), increased foot, mobile and bicycle patrols and enhanced partnerships with key stakeholders such as the media, corporate citizens and the Ministry of Works and Transport.

The TTPS is seeking to improve the quality of service delivered to its customers while positively influencing the calibre of the persons who make up our society. The continuous positive engagement of youths via Police Youth Clubs will continue to be pursued and is equated with a proactive approach to crime reduction and prevention. Customer focused initiatives that were successfully implemented in 2015, such as, the "mystery customer initiative", training of customer service representatives and assigning them to selected stations, continuing customer service training for officers and establishing a "customer feedback system" will be sustained. These initiatives create a strong foundation upon which citizen-centred service will be expanded in 2016.

⁵ Refer to Appendix 3

⁶ Refer to Appendix 4

⁷ An operational exercise conducted by officers along the roadways. The driver of a vehicle is tested by officers for alcohol in breath exceeding the prescribed limit. If the limit is exceeded the driver will be arrested and charged for the offence of Driving Under the Influence (DUI) of alcohol.

⁸ A citizen-centred service offered by the TTPS to deter persons from driving while under the influence of alcohol to prevent accidents arising from these circumstances. Officers set up free breath-testing checkpoints in close proximity to locations where persons may engage in heavy alcohol consumption, such as fetes or bars, and encourage them to test the level of alcohol in their breath before they proceed to drive. If they exceed the limit, they have the opportunity to designate a driver or seek other alternatives to leave that venue. In some instances, "sober zones" (areas in which the drinker/driver can rest until the alcohol wears out of their system) are set-up by officers.

Several initiatives have been implemented to improve the organization's focus on its most valuable resources – its employees. Some of these initiatives include the hosting of meetings with staff members across Divisions/Sections/Departments of the TTPS. These meetings provide a forum for engagement between the leadership of the organization and staff members to improve employees' awareness of the organization's progress and plans and provide an avenue through which concerns are ventilated. Other initiatives include staff appreciation and recognition events that boost employee morale, a health and wellness programme and, for the first time in the history of the TTPS, the training of 264 persons (237 police officers and 27 civilian employees) to become peer counsellors as a means of strengthening the support services available to officers and civilian staff. Plans have been put in place to continue these activities in 2016. Many of the strides that we will take in 2016 hinge on actions geared towards institutional strengthening and capacity building. The civilianization process⁹ will continue throughout the year while better structures and improved mechanisms for service delivery to the staff members of the organization are put in place.

In The TTPS was very successful in 2015. However, those achievements are overshadowed by the failure to reduce murders, woundings and shootings. Firearm violence stands as a great wall blocking the sight of the organization's success. This crime type is perhaps the most critical factor that influences the public's perception of crime and the fear of crime. Therefore, a distinctive reduction of firearm violence will be the organization's number one priority in 2016.

The strategies and actions implemented over the years have not resulted in any significant impact on the level of firearm violence in our country. In 2016, our violence reduction strategy will be evidence-based and will be supported by the strengthening of key specialist units such as the Homicide Bureau of Investigation (HBI), Criminal Gang and Intelligence Unit (CGIU), Organized Crime Narcotics and Firearms Bureau (OCNFB) and the Financial Investigation Branch (FIB). The strategy will promote the

⁹ Engaging civilian staff members to perform majority of the organizations administrative operations so that police officers who fill these roles can be directly engaged in operational activities. This will strengthen the pool of officers available to work in divisions.

finding and seizing of illegal firearms, intensifying the monitoring of points of entry and coastal areas and increasing stop and search exercises. The violence reduction strategy will be supported by a hotspots policing strategy which includes hot spots patrols, offender focus (hot people¹⁰) activities and the allocation of resources based on hot times and hot places. There must be no compromise around keeping our communities safe, as the safety of our citizens is the core of our organization's vision. Our aim is to reduce murders and other violent crimes by 10% in 2016.

Although we are confronted with a drastic reduction in our financial resource allocation, the organization is prepared to become more creative and resourceful as it rises to the challenge of delivering more with less. We will continue to strive to meet the public's demand for a safer environment by strengthening our relationship with communities, collaborating more with stakeholders, maximising our use of the resources available to us and becoming more operationally efficient and precise. We will work together as one team with one vision towards making every place in Trinidad and Tobago safe.

¹⁰ Targeting priority offenders

WHERE DO WE WANT TO BE BY DECEMBER 31ST 2016?

The Organization

Our core values – professionalism, respect, integrity, dignity, excellence – will drive the way we police Trinidad and a Tobago. Our policing approach will be balanced with an Evidence-Based Policing Strategy, COMPSTAT, Community Policing and Policing for People (which is characterised by attentiveness, responsiveness, reliability, fairness, competence and manners).

Our Employees

It is expected that the number of complaints made against officers and allegations of police misconduct will decrease. Police legitimacy will improve as officers perform their duties not only as trained professionals but as model citizens who are charged with the responsibility of preserving law and order and maintaining peace, safety and security in Trinidad and Tobago. Officers will speak the language and apply the principles of evidence-based policing to their day-to-day activities. It is envisaged that staff members will be more service-oriented, citizen-centred, solution focused and results driven while adhering to the organization's code of conduct and the rules and regulations which govern the organization. Excellence and professionalism will take root as the defining characteristics of our employees.

Crime and Violence

It is envisaged that by December 31st 2016 we would have had at least a 10% reduction in murders and other violent crimes, which will result in an improvement in the public perception of safety and security in Trinidad and Tobago. To complement this, we expect that serious crimes will be the lowest ever recorded in the last 35 years. The detection rate is expected to increase to 30% as more offenders are arrested and charged for criminal offences.

Safety on Roadways and in Other Public Places

Visible active police presence is expected to be at its peak by the end of this year as mechanisms have been put in place to enhance police engagement with communities and the general public. These mechanisms include increasing the quality and type of

patrols, use of speed detection devices, increase in breath testing, maximising the use of social, audio-visual and print media, reviving functional station councils, hosting community/town meetings and expanding and intensifying collaborative relationships both internally and externally.

Citizen-centred Service

We envision that the public will express greater satisfaction and become more trusting and confident in the police service because of the improvements made in the quality of service delivered and the enhanced awareness of the work of the TTPS. More officers would have received customer service training and customer service representatives in stations would have enhanced our service offerings. Our partnership with communities and other stakeholders will be strengthened through community/town meetings, station council meetings, the Hearts and Minds programme and other collaborative efforts. The TTPS will also continue to positively engage youths and contribute to their development via the Police Youth Club programme.

Institutional Strengthening and Capacity Building

The Police Academy (PA) will have an expanded role that includes an ongoing recruitment schedule and wider training offerings locally and regionally. It is envisaged that by the end of 2016, through the efforts of the PA, the organization will be closer to operating with its sanctioned strength of 7,715 regular police officers. A plan that accelerates recruitment, expands the training facilities and modifies the existing training regime from purely residential to include a non-residential component would have been implemented to eliminate the shortage of officers.

The strategic Human Resource Plan must be completed and on its way to full implementation by the end of 2016. This plan will include the development, establishment and or finalization of some critical components to improve the general administration and management of the organization. Some of these components include:

- ✓ Developing a succession plan for the organisation;
- ✓ Implementing a new promotion system for Second Division Officers;
- ✓ Establishing a Transition to Retirement Programme;
- ✓ Implementing a schedule for refresher and developmental training to foster skill building and professional growth;
- ✓ Building a TTPS skills bank/creating a resource pool to leverage the knowledge, skills and experience of TTPS employees;
- ✓ Implementing a structured reward and recognition programme for all TTPS employees;
- ✓ Implementing 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 review of the Performance Management Appraisal System (PMAS); and
- ✓ Implementing an Occupational Safety and Health (OSH) Strategy;
- ✓ Critically reviewing and reengineering the TTPS internal business processes;
- ✓ Conducting a manpower audit.

December 31st 2016 will mark the close of the organization's three year strategic period 2014-2016 and will provide a clear picture of the progress that we have made as an organization over that period. It is envisaged that we would have accomplished the targets that were set for the year through the successful implementation of our key action items and initiatives and be closer to achieving our vision of making every place in Trinidad and Tobago safe.

HOW WILL WE GET THERE?

The Operating Plan is the organization's roadmap towards accomplishing the strategic goals and ultimately our vision. A project management approach will be taken to implement each action item and the person(s) assigned the responsibility for execution will be held duly accountable for the results yielded. Regional ACPs, Divisional Commanders and Civilian Heads of Departments will play a critical role in ensuring that the action items are fully operationalized.

Solid leadership, teamwork and consistent collaboration with citizens, communities and other key organizations are critical in achieving our goals. However, these factors must be simultaneously complemented by improvements in the management of our financial, human and operational resources. The expenditure on overtime will be reduced on a phased basis through the implementation of a specially designed resource management strategy. More stringent management of vehicle rentals beginning with a significant scaling down across the organization will also be executed. These cost cutting measures, along with organization-wide emphasis on best practices to govern expenditure and resource management will be implemented to help with reducing our expenses. These actions will allow us to reduce the risks of our highly vulnerable financial position and increase the likelihood of successfully implementing our operating plan.

Figures 1 and 2 respectively present the organization's four strategic goals and the strategic objectives.

Figure 1. TTPS Strategic Goals 2016

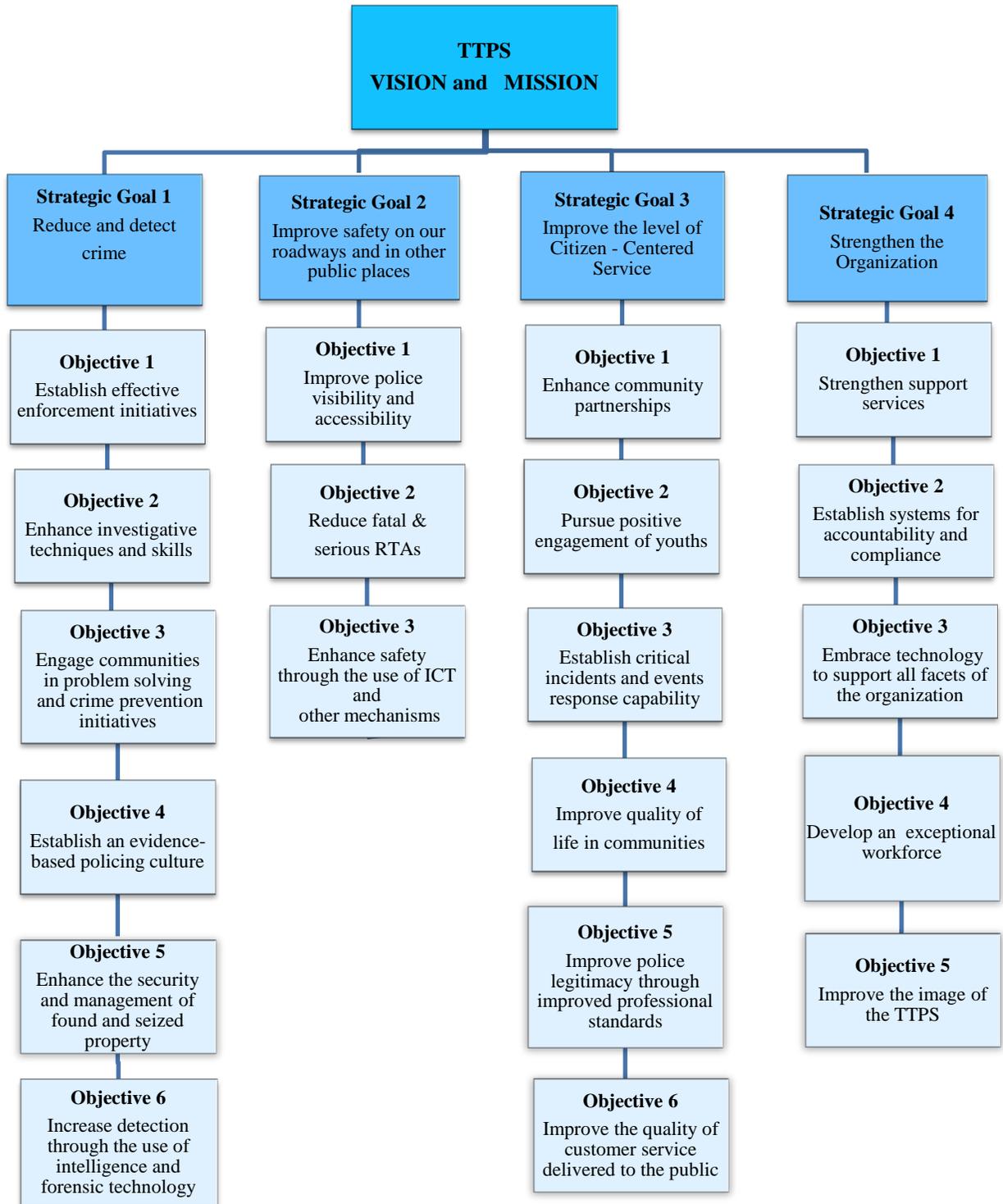


THE STRATEGIC PLAN FLOW CHART 2016

The Strategic Plan Flow Chart includes the four (4) strategic goals that are being pursued by the TTPS and the objectives that are applicable to each goal. For this year's operating plan, the Strategic Goal - Strengthen the Organization, *Objective 3 "Improve communication"* was subsumed into *Objective 4 "Embrace technology to support all facets of the organization"* since the related action items were equally pertinent to the latter objective. The original six (6) objectives were therefore amended to five (5). With the exception of two amendments (one made in Operating Plan 2015)¹¹, 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*. The revised strategic plan flow chart is presented in Figure 2.

¹¹ Strategic Goal - Improve safety on our roadways and in other public places, *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, the original four (4) objectives were amended to three (3) and the related action items were absorbed accordingly.

Figure2. Strategic Plan Flow Chart 2016¹²



¹² Refer to TTPS Strategic Plan 2014 – 2016 *Building an Exceptional Organization: One Team, One Vision* or visit our website www.ttps.gov.tt for the original Strategic Plan Flow Chart.

ACTION PLAN 2016

KEY PERFORMANCE TARGETS AND ACTION ITEMS

STRATEGIC GOAL #1

REDUCE AND DETECT CRIME

Table 1.0 Key Performance Targets

PERFORMANCE AREAS 2016		PERFORMANCE TARGETS 2016
1	Serious Crimes	5% Reduction
2	Violent Crimes	10% Reduction
3	Murders	10% Reduction
4	Detection rate (Serious Crimes)	30%
5	Detection rate (White Collar Crimes ¹³)	10% Increase
6	Illegal firearms	Find and seize at least 690 firearms
7	Strengthening of key specialist units ¹⁴	Strengthen key specialist units via <ul style="list-style-type: none"> - training - human resources - technological resources to improve detection
8	Station Councils	Establish at least 4 functional Station Councils in each Division
9	National Firearms Registry	Establishment of a National Firearms Registry

¹³ This crime type is categorized by the TTPS as a "Serious Crime". Emphasis will be placed on offences under the Proceeds of Crime Act Chapter 11:27, in particular money laundering

¹⁴ Priority will be given to the Homicide Bureau of Investigation (HBI), Financial Investigation Branch (FIB), Cyber Crime Unit, Organized Crime Narcotics and Firearms Bureau (OCNFB) and the Criminal Gang Intelligence Unit (CGIU)

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	
1	Intensify the violent crime reduction initiative with emphasis on finding and seizing illegal firearms
2	Implement initiatives to assist and support with border control
3	Establish a <i>National Firearms Registry</i> to improve the management system for licensed firearms
4	Implement the counter Transnational Organized Crime (TNOOC) strategy

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	
1	Continue to strengthen key specialist units ¹⁵ on a phased basis via training, human and technological resources to improve detection rate of crimes including white collar crimes
2	Collaborate 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 ¹⁶ and MOUs ¹⁷ that will enable effective operations
3	Continue to target and dismantle gangs on a priority basis as guided by the CGIU
4	Implement digital recording of interviews of suspects in selected locations in Trinidad & Tobago
5	Implement electronic identification parades to enhance the process for identification of suspects
6	Lobby for the establishment of a DNA database

¹⁶ Standard Operating Procedures

¹⁷ Memorandum of Understanding

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	
1	Expand the <i>Hearts and Minds</i> programme to reduce violent crimes in Laventille and environs by way of <ul style="list-style-type: none"> - expanding programme coverage - content - human resources - technological resources
2	Structure and expand the primary school support project to a targeted number of schools in each police geographical division
3	Implement a structured single parent assistance initiative which focuses on providing parenting support
4	Establish at least 4 functional Station Councils in each Division

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	
1	Conduct hotspots policing experiment with the aim of reducing violent crimes
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"> - increased staffing - training - tools & equipment
4	Pilot the use of body worn video cameras by selected patrol officers

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	
1	Review and revise the procedures for the management and accountability of seized and found property
2	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

Strategic Goal 1 – Reduce and Detect Crime	
Objective 1.6 – Increase detection through the use of intelligence and forensic technology	
Action Items	
1	Implement an Informant Handling Policy to manage the relationship between police offices and human intelligence sources
2	Continue the process of institutionalizing the use of social networks and other ICT forums to assist with crime detection
3	Establish a real-time cyber centre in keeping with the legislation by focusing on: <ul style="list-style-type: none"> - standard operating procedures - infrastructure - training - equipment - staffing
4	Implement the Help Solve Crime campaign

STRATEGIC GOAL #2

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

Table 2.0 Key Performance Targets

PERFORMANCE AREAS 2016		PERFORMANCE TARGETS 2016
1	Road Traffic Accidents	5% Reduction
2	Fatal Road Traffic Accidents	5% Reduction
3	Highway patrols	5% Increase
4	Mobile patrols (including high-way patrol)	5% Increase
5	Foot patrols	5% Increase
6	Bicycle patrols (Tobago Division)	10% Increase
7	Persons tested for alcohol in breath	At least 20,000 persons tested for alcohol in breath exceeding prescribed limit
8	Number of persons who were breath-tested during voluntary breath-testing exercises	At least 5000 persons tested during voluntary breath-testing exercises
9	Speed control on highways and other high risk areas	At least 1000 detections for speeding
10	Training in road traffic laws and other relevant investigative practices	Train at least 400 officers

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	
1	Continue “people-centred foot patrols” to improve the relationship between the police and the public
2	Increase the number of mobile patrols across Trinidad & Tobago
3	Increase bicycle patrols in the Tobago Division

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 Public Places	
Objective 2.2 – Reduce fatal and serious road traffic accidents (RTAs)	
Action Items	
1	Continue training officers to increase their knowledge and understanding of motor vehicle and road traffic laws and the relevant investigative practices
2	Continue to establish voluntary breath-testing check points across Trinidad & Tobago
3	Expand the Road Safety Awareness and Traffic Law Education Campaign (iRoadSafe) to include schools
4	Improve the road policing strategy at the Divisional level
5	Continue promoting safe driving by targeting commuters through the Passenger & Pedestrian Safety Awareness Campaign
6	Lobby for the implementation of a “points system” in which penalty points are assigned to drivers for traffic offences
7	Implement a programme to promote accident avoidance by educating and training young drivers
8	Implement a traffic control initiative that utilizes stringent enforcement of the laws to address “roadside garages”

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

Strategic Goal 2 – Improve Safety on our Roadways and in Other Public Places	
Objective 2.3 – 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 on our highways and other high risk areas
2	Expand the use of haemostatic (“quick clotting”) bandages/Trauma Kits in order to minimise risk of death due to loss of blood
3	Partner with the Ministry of Transport for the implementation of speed detection cameras at key locations on our roadways
4	Lobby government for the implementation of an E-ticketing system

STRATEGIC GOAL #3

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

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

PERFORMANCE AREAS 2016		PERFORMANCE TARGETS 2016
1	Assignment of Police Liaison Officers (PLOs) to Police Youth Clubs (PYCs)	27 officers assigned ¹⁸
2	Assignment of School Liaison Officers (SLOs) to selected schools	23 officers assigned ¹⁹
3	Police Misconduct	10% Reduction
4	Professional Standards Bureau	Formal establishment of a new Professional Standards Bureau
5	Customer Service Training	500 officers trained
6	Training of officers to respond to critical incidents and emergencies	120 officers trained
7	Training of officers in first aid	200 officers trained
8	Customer Service Representatives (CSR)	Train an additional 20 officers and place them in selected police stations
9	Domestic Violence Awareness	Train 120 officers to increase their awareness of domestic violence and enhance their ability to effectively handle these matters
10	Guide for stakeholders seeking major events management services from the TTPS	Publish a TTPS Major Events Manual
11	Community-based meetings	At least 1 held in each division per month

¹⁸ Represents the balance to be assigned from the 35 which was targeted in 2015

¹⁹ As above

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	
1	Strengthen the school support system by assigning one Police Officer to selected secondary schools. This Officer shall be the School Liaison Officer.
2	Continue to deliver customer service training to TTPS employees (Police & Civilians)
3	Continue the school intervention programme that includes an expansion of the anti-bullying campaign
4	Continue Community Outreach activities to increase police participation and support within communities
5	Continue community-based meetings in the police geographical Divisions

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	
1	Strengthen Police Youth Clubs by <ul style="list-style-type: none"> 1) Improving the framework to make them more functional 2) Training PYC leaders and support staff 3) Assigning a Police Liaison Officer to selected Police Youth Clubs
2	Expand the TTPS C.I.T.Y. (Caring Intervention for Troubled Youths) programme on a phased basis beginning with the Laventille community
3	Implement a Police Youth Officer Mentorship Programme with the aim of deterring youths from criminal activities
4	Establish a Police Youth Band

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	
1	Formalise the establishment of a Critical Incidents, Events and Disaster Co-ordination Unit
2	Train additional officers of varied ranks to improve their level of readiness for critical incidents and emergencies
3	Train additional officers in first aid

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	
1	Enhance the capacity of the Victim & Witness Support Unit (VWSU) to provide support to victims and witnesses of crime by strengthening its structure and administration
2	Continue collaboration with relevant stakeholders to address the incidence of domestic violence
3	Implement a Train-the-Trainer program in Domestic Violence
4	Train additional officers to increase their awareness of domestic violence and enhance their ability to effectively manage these matters
5	Continue 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

Strategic Goal 3 – Improve the level of Citizen- Centred Service	
Objective 3.5 – Improve police legitimacy through improved professional standards	
Action Items	
1	Formally establish the Professional Standards Bureau to investigate the criminal conduct of officers
2	Continue the implementation of a monthly police conduct & discipline outreach caravan

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	
1	Monitor and evaluate the “Customer Feedback System” in each Police station
2	Implement a “Police Station of the Month” initiative with the aim of motivating officers to improve in the performance of their duties
3	Publish a TTPS Major Events Manual as a guide for promoters as well as internal and external stakeholders
4	Continue the Mystery Customer Initiative
5	Assign additional Customer Service Representatives to selected police stations

STRATEGIC GOAL #4

STRENGTHEN THE ORGANIZATION

Table 4.0 Key Performance Targets

PERFORMANCE AREAS 2016		PERFORMANCE TARGETS 2016
1	System for promoting Second Division Officers	Implement a new system
2	Recruitment of officers	Recruit 500 officers
3	Strategic HR Plan	Complete TTPS Strategic HR Plan
4	Information Communication Technology Strategic Plan	Complete ICT Strategic Plan
5	Recruitment to fill approved and vacant contract positions for Heads of Departments	Fill the approved and vacant contract positions for Heads of Departments
6	Peer counselling training	Train an additional 250 officers
7	Reward and recognition of officers	Implement the Platinum Police Officer initiative

Table 4.1 Action Items to Strengthen Support Services

Strategic Goal 4 – Strengthen the Organization	
Objective 4.1 – Strengthen Support Services	
Action Items	
1	Develop and implement a plan to accelerate recruitment to eliminate the shortage of officers
2	Recruit persons to fill all approved vacant contract positions for Heads of Department
3	Implement a Strategic Human Resource Plan
4	Computerize all general accounting processes of the Finance Branch
5	Train 250 additional persons in peer counselling to expand support systems available to officers
6	Complete the TTPS Employee Assistance Programme (EAP) policy
7	Operationalize a support facility for children of employees of the TTPS

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	
1	Implement an Absence Management policy
2	Implement the revised Use of Force policy
3	Conduct a manpower audit
4	Complete a critical review of the fleet management areas of accountability, control, procurement, maintenance and disposal.
5	Restructure the Internal Audit Unit to include the conduct of operational audits and the monitoring and evaluation of projects and programmes
6	Implement the Occupational Safety and Health (OSH) Strategy
7	Implement a control system for the management of extra duty activities
8	Initiate a critical review of TTPS internal business processes on a phased-basis, beginning with Finance and Human Resource Branches to facilitate improvements in performance
9	Complete a review of the Performance Management and Appraisal System of the TTPS to ensure that Officers receive fair and objective ratings for their work performance
10	Develop Standard Operational Procedures for the use of Lidar Speed Guns
11	Implement a policy to manage indiscriminate use of flashing lights and sirens

Table 4.3 Action Items to embrace technology to support all facets of the Organization

Strategic Goal 4 – Strengthen the Organization	
Objective 4.3 – Embrace technology to support all facets of the Organization	
Action Items	
1	Develop the ICT strategic plan
2	Expand Mobile Adhoc Networking (MAN) technology to specific locations (Port of Spain and Western Divisions)
3	Operationalize TTPS Libraries
4	Upgrade the wireless communication system to ensure that there is effective coverage across Trinidad and Tobago
5	Continue to implement an upgraded IP/PBX system across the TTPS

Table 4.4 Action Items to Develop an Exceptional Workforce

Strategic Goal 4 – Strengthen the Organization	
Objective 4.4 – Develop an exceptional workforce	
Action Items	
1	Implement a new promotion system for Second Division Officers
2	Implement a comprehensive system of reward and recognition system for all staff members
3	Implement the “Platinum Police Officer” initiative which aims to encourage Officers to become model Police Officers
4	Vigorously pursue full registration of the Police Training Academy towards accreditation
5	Develop a comprehensive health and wellness Programme for TTPS employees
6	Implement a mentorship programme between senior and junior Police Officers to enhance their understanding of their roles and the delivery of policing service

Table 4.5 Action Items to Improve the Image of the TTPS

Strategic Goal 4 – Strengthen the Organization	
Objective 4.5 – Improve the image of the TTPS	
Action Items	
1	Redesign the TTPS Portal to make it attractive and user friendly
2	Create a TTPS Orientation Handbook for distribution to new employees
3	Implement an orientation programme for new employees
4	Develop a Code of Conduct for contract employees of the TTPS.

2016
KEY INITIATIVES

The following diagrams illustrate the key initiatives that will be pursued in 2016. Each initiative supports the accomplishment of a specific strategic goal.

KEY INITIATIVES
GOAL #1
REDUCE & DETECT CRIME



KEY INITIATIVES

GOAL #2

IMPROVE SAFETY ON OUR ROADWAYS & IN OTHER PUBLIC PLACES



KEY INITIATIVES

GOAL #3

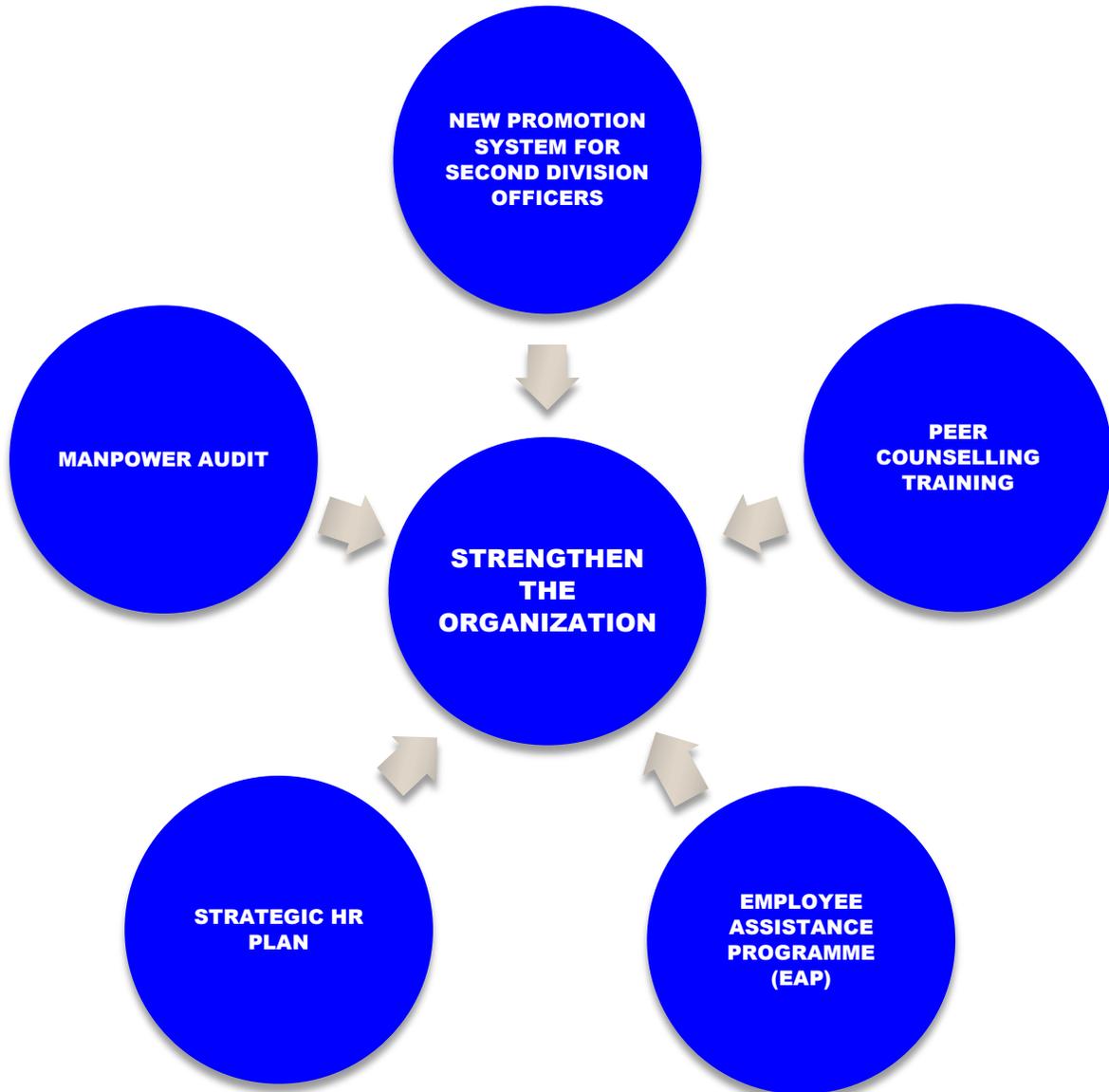
IMPROVE THE LEVEL OF CITIZEN-CENTRED SERVICE



KEY INITIATIVES

GOAL #4

STRENGTHEN THE ORGANIZATION



CONCLUSION

The year 2016 provides the Trinidad and Tobago Police Service with tremendous challenges and ironically, tremendous opportunities. It is a year for which the organization has designed an operating plan to take advantage of all the opportunities and to convert the challenges into opportunities. For the first time in many years, the TTPS is called upon to deliver more to the society with less financial resources available to acquire critically needed human, physical, technological and material resources. Notwithstanding this quagmire, the TTPS is emboldened in its pursuit of greatness. It will require inspired and exceptional leadership accompanied by wide collaboration, to penetrate the reinforced wall of violent crimes. Every member of the TTPS must be part of the effort for the organization to achieve the goals that have been set. It will take a herculean effort to realise the target of 10% reduction in murders and other violent crimes but it is the imperative position. The organization must do every legally possible thing to ensure success.

There is a renewed sense of urgency permeating through the whole organization. Therefore, the citizens can expect exceptional performance of the TTPS. The achievement of greatness is inevitable in 2016 once the operating plan is fully implemented.

APPENDICES

APPENDIX 1**Total Number of Serious Crimes Reported: 1983 - 2015**

	YEAR	TOTAL SRCs
1	1983	11396
2	1984	11725
3	1985	13,979
4	1986	14,361
5	1987	16,232
6	1988	19,385
7	1989	17,983
8	1990	16,199
9	1991	16,158
10	1992	17,680
11	1993	19,548
12	1994	18,621
13	1995	16,784
14	1996	18,093
15	1997	16,989
16	1998	15,796
17	1999	16,261

	YEAR	TOTAL SRCs
18	2000	17,134
19	2001	15,724
20	2002	16,810
21	2003	16,890
22	2004	16,387
23	2005	17,989
24	2006	19,565
25	2007	19,661
26	2008	20,566
27	2009	22,162
28	2010	20,126
29	2011	15,877
30	2012	17,840
31	2013	13,146
32	2014	12,057
33	2015	11,135

APPENDIX 2**Total Number of Violent Crimes Reported: 1999 - 2015**

	YEAR	TOTAL VIOLENT CRIMES
1	1999	4854
2	2000	5469
3	2001	5733
4	2002	6526
5	2003	6569
6	2004	5598
7	2005	7138
8	2006	7859
9	2007	7115
10	2008	7295
11	2009	8262
12	2010	7094
13	2011	5436
14	2012	6608
15	2013	4645
16	2014	4641
17	2015	4294

APPENDIX 3**Total Number of Road Traffic Accidents (RTAs): 2004 - 2015**

	YEAR	TOTAL RTAs
1	2004	29615
2	2005	34255
3	2006	34064
4	2007	34952
5	2008	35414
6	2009	34518
7	2010	33567
8	2011	35018
9	2012	34298
10	2013	32935
11	2014	29534
12	2015	28948

APPENDIX 4**Total Number of Fatal Road Traffic Accidents (RTAs) & Road Deaths: 2001 – 2015**

	YEAR	TOTAL FATAL RTAs	TOTAL ROAD DEATHS
1	2001	146	162
2	2002	148	163
3	2003	199	199
4	2004	186	209
5	2005	196	216
6	2006	188	214
7	2007	188	214
8	2008	233	262
9	2009	192	222
10	2010	167	206
11	2011	154	181
12	2012	170	193
13	2013	131	154
14	2014	143	161
15	2015	125	142