This document prescribes the TTPS Strategic Plan 2011-2013, Agenda for Change, and identifies the strategic priorities and goals for the direction of every member of the TTPS, each of whom will be involved in the development and/or implementation of strategic objectives in pursuit of the organization’s Vision.
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Foreword

......Police services are expected to enforce the law; to keep the peace and maintain order; investigate crime and prevent crime; to respond to emergency/crisis situations; and to ensure public safety and security.

In order to reduce crime-rates the Trinidad and Tobago Police Service must begin by entering new contractual relationships with the public they serve. The community must counter the image of dependence and helplessness as is currently perpetuated; and secondly, there must be a realignment of responsibility and authority both within the Police Service and with the customers it serves.

This requires including communities in the process of problem solving, not merely passing over to the police the obligation and duties associated with the reduction and prevention of crime and the preservation of public tranquility. These are the obligations and duties of every Trinidadian and Tobagonian, aided by the police and not the police occasionally aided by some public-spirited-citizen. Preventing crime is a task for the whole community.....
Message from the Commissioner

The Trinidad and Tobago Police Service operates and serves a country with a population of 1.3 million people. Quality of life, safety and security are the top priorities for the nation.

Our citizens expect the police to react to emergency needs, to engage in predictive and preventative policing approaches, to adapt quickly to crime trends and to address chronic issues of public disorder. In our continuing efforts to improve our delivery of policing services, we will continue to draw from past successes and initiate new programmes and best-practices designed to create healthy, safe communities. This involves engaging and partnering with our community stakeholders in addressing the most pressing crime and social concerns, while concentrating on our core activities of law enforcement and public service. We will continue to be accountable to our citizens and our 2011-2013 Strategic Plan will guide us in our delivery of policing services to ensure that Trinidad and Tobago becomes the most desirable community in the Caribbean to live, work and visit.

Public safety is our mission and as we embark on the ‘Agenda for Change’ and improve our service delivery paradigm, through our ‘21st Century Policing Transformation Model’, success will be seen and measured within all of our strategic priorities.

The Agenda for Change, driven by divisional ‘Work Plans’, is a dynamic, living document that demonstrates our commitment and attention to four key areas which are as follows: To Reduce Crime and Victimization; Create Citizen-Centered Policing [Policing for People]; Increased Efficiency and Effectiveness; and Improve Roadway Safety.

Our strategies going forward will require police officers and civilian staff to maintain and strive for high policing standards and will entail doing what is right through truthful and open interactions with each other and the members of our communities. A caring, responsive and professional attitude exhibited by all police personnel will improve public-confidence and provide greater opportunity to effect positive reductions in crime-rates and improvements in detection-rates.

Although there is much work to be done and there are many challenges confronting the Trinidad and Tobago Police Service, our three-year Strategic Plan is the ‘road-map’ to take us forward.

Dr. Dwayne Gibbs
Commissioner of Police
Trinidad and Tobago Police Service
Acknowledgements

I would like to take this opportunity to thank everyone involved in the development of the TTPS Strategic Plan 2011-2013, Agenda for Change.

This document is the result of the collective effort and dedication by many individuals from both within and outside the police service and that will serve as our road map as we move forward with the Transformation of the Trinidad and Tobago Police Service. Without the input of our internal and external stakeholders we would not be at this turning point in the history of the TTPS.

A special thank you to the executive members of the TTPS and especially so to the office of Planning, Research and Project Implementation, who is responsible for the development of this Strategic Plan. It would be too numerous to name all of those involved in the consultation and development of this document herein and therefore I emphasize my sincere thanks for your input into this process.

Further, this document is just the start and as a result I would like to thank in advance the Divisional, Department, Section and Unit leaders and staff (and others) who will play a role in the development of the strategic objectives to operationalize this Strategic Plan in the present; and to continue the implementation of the Plan throughout the coming three years.

Your collective contribution will enhance policing services and provide for increased safety and security throughout Trinidad and Tobago.

My sincere thanks to all,

Dr. Dwayne Gibbs
Commissioner of Police
1.0 Introduction

The 2011-2013 ‘Agenda for Change’ sets out the overarching strategy that will be implemented in order for the Trinidad and Tobago Police Service to pursue its Vision to be ‘the National Provider of Professional Policing Services’.

This Strategic Plan cites four Strategic Priorities that will guide the pursuit of our Vision. They are as follows:

1. reduce crime and victimization
2. provide citizen-centered service – policing for the people
3. become a model of efficiency and effectiveness; and
4. improve roadway safety.

By focusing on what our citizens and stakeholders have espoused, the TTPS has aligned its priorities to provide the people of Trinidad and Tobago safe, secure and healthy communities through intelligent-led planning and innovative operations.

The ‘Agenda for Change’ emphasizes strategy, results and organizational improvement. The introduction of the new 21st Century Transformation service-delivery-model will ensure the TTPS is responsive and proactive to the citizens of Trinidad and Tobago.

The TTPS, through the 21st Century Transformation model, will engage in a blend of intelligence-led and community policing. It will involve the collection and analysis of information to guide operations that prevent and detect crime rather than simply reacting to it after the fact. Further, it will provide the ‘platform’ for problem-solving through community engagement and collaboration with social and government agencies, political leaders of the different orders of government, business and residential communities and the media.

Our success will be measured by, among other things:
- Reduced crime and victimization in Trinidad and Tobago;
- Increased public confidence in the police;
- Enhanced professionalism, member conduct, and improved service delivery in all areas of operations;
- Effective management of human, physical and financial resources;
- Improved proactive patrol outcomes;
- Enhanced engagement with national and international partners to address matters of National Security [e.g. organized crime; street gangs; cyber crime; drug, firearm and human trafficking].
Ross et al [2009: 10] have stated in relation to Trinidad and Tobago’s National Security Services that: “Literally Trinidad and Tobago’s operational capacity has outgrown its administrative and procedural support systems”.

The way policing is currently conducted in Trinidad and Tobago, relies on traditional foundations that no longer support the community demands and crime challenges faced by the TTPS. To ensure efficient and effective policing, the Trinidad and Tobago Police Service will embark on a new and enhanced comprehensive Policing Model.

2.0 The Organization

2.1 A Proud History

In 1592 the Spaniards founded the first European settlement, Trinidad’s capital town San Jose de Oruna (St Joseph). The Office of the Cabildo or Town Council controlled the Police Force and duties were restricted to within town. The strength of the Police Force never exceeded six until 1792.

After slavery was abolished in 1838, and over 22,000 men and women enjoyed their full civil rights, the responsibility of the police increased and a ‘rural system of police’ was established. By the end of 1842 there were twelve police stations and approximately one hundred officers comprising inspectors, sergeants and constables.

In the mid-19th century members from the Metropolitan Police were brought to Trinidad on secondment. During this period the Police Headquarters was established at the corner of Abercromby and Hart Street.

The only weapon the policeman carried was his truncheon – four feet long. The general pattern of law enforcement in the 1840’s was, once arrested the police took the accused to the station or if he was recalcitrant held him and sent to call the sergeant. All Police stations were Courthouses as Magistrates travelled from one Police Station to another. This continued until 1844 when trial by jury and the English statutes were introduced into Trinidad.

In 1851 the police was appointed the country’s first postmen and mail carriers and the police stations were transformed into Post Offices. The Mounted Branch was established for this purpose. In 1860 the Police Force was relieved of some of these extra-curricular duties.

In 1869 an ordinance was initiated for better organisation and discipline of the Police Force. With a more organized Police Force, greater police surveillance over residents was provided. The Police Band was also established in the same year.

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The Police Headquarters at the corner of St. Vincent and Sackville Streets was completed in 1876 to house approximately four hundred and fifty-two men. Over the years the strength increased and other units were established such as Traffic Branch in 1930 and Special Branch in 1949.

By 1955 the need for policewomen to deal with juveniles and female offenders was well established. Under Ordinance No. 6 of 195, twelve female officers were drafted into the Force.

In 1964 a Commission of Enquiry was appointed by the government to probe the administration and discipline of the Police Service. In 1966 the then Governor General assented to the Police Service Act, which enacted the Police Service Regulation 1965. This Act divided the service into two divisions, the first and second divisions. It also introduced a change from Police Force to Police Service. This change was not only in name but also in operation. The focus shifted from being a militaristic force to a service-oriented organization.

By the 1970’s the Police Service had grown in strength to 3,399 members and was placed under the portfolio of the Ministry of National Security. Mr. Francis Eustace Bernard was the first local to be appointed Commissioner of Police in 1973.

The Police Headquarters was destroyed for a second time in 1990, this time during the attempted coup. The new Police Administration Building was constructed at the corner of Edward and Sackville Streets the following year housing Administrative offices.

During the past two decades the strength of the service has grown to over 6,000 officers with several new specialist Units being introduced.

2.2 Constitutional and Legislative Background

The Trinidad and Tobago Police Service is established under provisions of an Act of Parliament known as the Police Service Act, Chapter 15:01 of the Laws of Trinidad and Tobago. The Service is headed by the Commissioner of Police who is appointed by the Police Service Commission after consultation with the Prime Minister under the provisions of section 123 (3) of the Constitution of Trinidad and Tobago.

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

2.3 The Star and Crest

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

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

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

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

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

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

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

2.4 Leadership
Critical to the success of any organization is the presence of strong, committed, stable leadership. This is particularly so in periods of challenge and when an organization embarks on a programme of transformation. Both these conditions currently exist in the Trinidad and Tobago Police Service, making leadership a crucial issue.

Continuity of leadership is a critical factor for the delivery of results in a consistent and sustained manner. This provides for a proper cycle of planning and implementation with a core of leadership that can identify with the initiatives being undertaken and who are able to make informed adjustments to such initiatives to ensure delivery of the intended results in the longer term.
3.0 Our Mandate

The Trinidad and Tobago Police Service has a responsibility to:

I. Maintain law and order
II. Preserve peace
III. Protect life and property
IV. Prevent and detect crime
V. Apprehend offenders; and
VI. Enforce all laws and regulations with which it is charged

4.0 Our Mission

In partnership with the citizens of Trinidad and Tobago we provide for safer, more secure and healthy communities through focused leadership, service and policing excellence.

Our Mission Statement describes the purpose of the TTPS, the activities we engage in to achieve our purpose and the principles/beliefs that guide the organization.

5.0 Our Vision

The National Provider of Professional Policing Services

Our Vision Statement is a reflection of what we aspire to be and in the case of the TTPS, the emphasis is on professionalism.

6.0 Our Values

Our values are those principles and beliefs that guide the TTPS in our daily activities. They are:

<table>
<thead>
<tr>
<th>Our Culture and Tradition</th>
<th>Our Communities</th>
<th>Our Relationships</th>
<th>Our Communication</th>
<th>Our Employees</th>
<th>Our Accountability</th>
<th>Our Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will embrace culture and tradition in our policing practices</td>
<td>We are committed to serving our people through policing for people</td>
<td>We will build relationships to support integrated solutions to National and Community challenges</td>
<td>We recognize clear and open communication as the cornerstone of building trust</td>
<td>We recognize the professionalism of our officers and staff</td>
<td>We are accountable for our actions to our people, our organization, our partners, to ourselves and under law</td>
<td>We are dedicated to delivering a professional policing service at all times</td>
</tr>
</tbody>
</table>
7.0 Our Motto

“To Protect and Serve with P.R.I.D.E.”

In fulfilling its motto the Trinidad and Tobago Police Service is committed to delivering our services to the people of Trinidad and Tobago with:

**Professionalism:** Delivering an accountable, citizen-centered service that meets our citizens’ expectations

**Respect:** Treating others as we would like to be treated

**Integrity:** Doing the right things for the right reasons all the time

**Dignity:** A deliberate approach through humility, kindness, understanding, empathy and consideration to uphold the rights and freedoms of all persons

**Excellence:** Commitment to effective and efficient client-centered-service through leadership, teamwork and intelligent-led-policing

8.0 The ‘Agenda for Change’

The new comprehensive Policing Model will integrate three organizational dimensions or components - Structural, Strategic and Tactical. Each component includes the operational and administrative considerations that will influence problem-solving, partnerships and crime prevention activities.

8.1 Structural

1. Pro-activity is given a high priority
2. Increased capacity for Rapid Response, Investigation, and Detection of Crime
3. Division Management Teams direct all operational work and manage resources according to Service Wide and Division Priorities
4. Strategic Human Resource Model to link hiring, training, continuous development, succession planning and long term Service needs to work-loads and community needs
5. Managing of all resources for maximum efficiency and effectiveness
6. Full utilization and alignment of administrative, operational, and technological processes [e.g., Communication, Dispatch, Evaluation, Emergency systems; Record Management/case management and analytic systems; Traffic Management and Surveillance systems]

8.2 Strategic
1. A strategic and targeted approach to crime suppression, control and elimination
2. The use of data [intelligence-led-policing] to establish the existence and extent of a problem, to analyze its nature and its source, and to plan intervention measures to reduce it
3. The use of community and service-wide feedback to adjust, expand and maintain policing priorities and initiatives
4. Mitigating risk through sound governance and leadership
5. Supporting opportunity for innovation and creativity

8.3 Tactical
1. Intelligence is central to the working of the Division to provide a holistic approach
2. Rapid response through appropriate call dispatch distribution strategy
3. Record management and communication systems with central intelligence of suspect and vehicle information
4. Delivery of professional, proactive, culturally sensitive policing
5. Strengthening existing collaborations and embracing opportunities to create new partnerships

One of the most important elements of strategic planning is the ability to differentiate core functions from strategic functions. Core functions are defined as the day-to-day activities that occur within the Trinidad and Tobago Police Service. Strategic functions are those that are directly linked to the strategic objectives and may have a fixed end date attached.

Outcomes from the foregoing approach will achieve high levels of Citizen Satisfaction and Confidence in the TTPS, improve the Quality of Life for the people of Trinidad and Tobago and create Effective Policing that will reduce crime and disorder.

9.0 Our Strategy
The TTPS Strategic Plan 2011-2013, Agenda for Change, outlines strategic priorities and goals that will be ‘operationalized’ through the development of planned objectives and actions by divisional, departmental, section and unit administrators, managers and personnel. This is their contribution to the Strategic Plan in pursuit of our organizational Vision.
The TTPS must continually strive to encourage our sworn and civilian members to always think about how they can contribute to the overarching strategy of the Trinidad and Tobago Police Service.

**Strategic Plan 2011-2013, Agenda for Change**

**Strategic Priorities**

The high level key elements of the Strategic Plan

**Strategic Goals**

Structural, Strategic and Tactical Goals are aligned with each Priority

**Strategic Objectives**

Operationalizing the 2011-2013 Agenda for Change

**10.0 Strategic Priorities**

The following four Strategic Priorities have been identified as the key elements in the TTPS Strategic Plan and are aligned with National Priorities to ensure a safe and secure future for the Republic of Trinidad and Tobago.

1. REDUCE CRIME AND VICTIMIZATION
2. PROVIDE A CITIZEN-CENTRED SERVICE [*Policing for the People*]
3. BECOME A MODEL OF EFFICIENCY AND EFFECTIVENESS
4. IMPROVE ROADWAY SAFETY
11.0 Strategic Goals

The Agenda for Change within the Trinidad and Tobago Police Service is, for all intents-and-purposes, the ‘roadmap’. It is a coordinated multi-dimensional approach to achieving safe, secure and healthy communities throughout Trinidad and Tobago. It requires implementation of two actionable policing missions that must occur simultaneously:

- **Crime Suppression, Enforcement and Criminal Detection** [Police Presence and Visibility and Rapid-Response]

- **Crime Prevention, Education and Awareness** [Building Partnerships and Policing Capacity through sound Intelligence, Police Leadership and Management]

In addition, each activity or initiative undertaken must also consider and ensure that the immediate, mid-term and long-term crime initiatives create the desired outcomes. For example, it is imperative that in the ‘immediate’, that suppression and crime control policing activities are undertaken to contain violent crime [e.g., homicides, illegal drugs and firearms].

However, these tactics are reactionary, costly and focus solely on the symptoms of crime; they cannot be maintained indefinitely. Therefore, capacity within the Police Service comes through the ability to implement proactive crime-prevention initiatives that focus on the ‘root-causes-of-crime’ [e.g., dealing with social disorder, poverty, lack of education, and employment], which alleviates the need to investigate crimes later on.

In July 2010, the ‘Strategic Advisory Team [SAT]’ developed a ‘National Crime Reduction Plan’ for the Ministry of National Security [attached]. It outlined 13 goals and over 100 action steps to be undertaken by the TTPS in order to:

- Reduce Crime and the Fear of Crime
- Diminish Gang Warfare
- Restrict the use of Unlicensed Firearms
- Improve Road Traffic Management
- Improve customer Service Delivery
- Enhance Public trust and Confidence
- Engender Community Patriotism
- Reintroduce Family Values and Virtues

All of the key policing action steps from this report have been embarked-upon in an effort to suppress violent crimes against persons [i.e., engaging higher police presence, visibility and enforcement;

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2 National Crime Reduction Plan 2010. Strategic Advisory Team [SAT], Ministry of National Security, Trinidad and Tobago, unpublished
promoting public information, education and partnerships]. However, they will require a new policing model to work from and a new way of doing-business in order to create sustainability and attain overall desired outcomes.

Therefore, this denotes the beginning of the Agenda for Change. The following over-arching Strategic Goals, aligned with each Strategic Priority, are inclusive of the crime related issues identified in the National Crime Reduction Plan. The TTPS Strategic Plan 2011-2013, Agenda for Change provides the way forward for 21st-Century Policing in Trinidad and Tobago.

The Strategic Goals have been developed to enable the Trinidad and Tobago Police Service to:

- Listen to and Understand the Needs of our Nation/Community
- Implement Solutions to Address National/Community Needs
- Prevent crime, disorder and increase public and traffic safety
- Ensure high-Quality Investigations
- Effective Collaboration with Partnerships to address National/Community Needs
- Ensure an Unbiased Police Response
- Provide Effective Leadership and Supervision at all levels
- Optimize Effective Use of Technology, Information Management, Vehicles, Facilities and Equipment
- Attract, Retain, and Develop Human Resources; and
- Foster Wellness and Career Satisfaction

The following identifies the Strategic Goals aligned to each of the four Strategic Priorities.

<table>
<thead>
<tr>
<th>1.0 Reduce Crime and Victimization</th>
<th>2.0 Provide a Citizen-Centered Service (Policing For People)</th>
<th>3.0 Become a Policing Model of Efficiency and Effectiveness</th>
<th>4.0 Improve Roadway Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Reduce crime and disorder</td>
<td>2.1 Listen to and understand the needs of our communities</td>
<td>3.1 Provide effective leadership and supervision at all levels</td>
<td>4.1 Develop and implement a public education program on traffic law and safe driving practices</td>
</tr>
<tr>
<td>1.2 Identify and reduce organized crime activity</td>
<td>2.2 Implement viable and timely solutions to address identified community needs</td>
<td>3.2 Optimize the use of technology and information management</td>
<td>4.2 Enforce road traffic laws</td>
</tr>
<tr>
<td></td>
<td>1.0 Reduce Crime and Victimization</td>
<td>2.0 Provide a Citizen-Centered Service (Policing For People)</td>
<td>3.0 Become a Policing Model of Efficiency and Effectiveness</td>
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<tr>
<td>1.3</td>
<td>Enhance and improve our intelligence gathering and analysis capability</td>
<td>Identify, develop and implement specific crime prevention initiatives in collaboration with our communities</td>
<td>Recruit, retain and develop our human resources to professional policing standards</td>
</tr>
<tr>
<td>1.4</td>
<td>Apply ongoing intelligence led policing initiatives to crime suppression and reduction</td>
<td>Ensure a timely and unbiased police response to all calls for service</td>
<td>Foster wellness and career satisfaction at all levels</td>
</tr>
<tr>
<td>1.5</td>
<td>Employ gang suppression initiatives to disrupt gang related activities</td>
<td>Develop and implement a feedback mechanism to advise our communities of our actions and results</td>
<td>Develop and introduce a HR Early Intervention System (EIS) for all members of the TTPS</td>
</tr>
<tr>
<td>1.6</td>
<td>Identify and implement the use of technology as a crime fighting tool</td>
<td>Increase our capacity for emergency response to calls for service</td>
<td>Develop and implement more effective and efficient lines of communication, both internal and external</td>
</tr>
<tr>
<td>1.7</td>
<td>Enhance the competence of our officers in all aspects of criminal investigation through training and development</td>
<td>Enhance our level of public relations and customer service at all times and in all circumstances</td>
<td>Confirm the TTPS sanctioned strength, actual strength and the daily available human and physical resources</td>
</tr>
<tr>
<td>1.8</td>
<td>Improve and streamline case management and prosecution practices</td>
<td>Develop and implement public education programs targeting the vulnerable (youth and the elderly)</td>
<td>Conduct a deployment review with a view to restructuring and establishing minimum staffing levels</td>
</tr>
<tr>
<td>1.0 Reduce Crime and Victimization</td>
<td>2.0 Provide a Citizen-Centered Service (Policing For People)</td>
<td>3.0 Become a Policing Model of Efficiency and Effectiveness</td>
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<tr>
<td>1.9 Identify, develop and implement investigative practices directly related to the illicit drug and firearms trade</td>
<td>2.9 Enhance the implementation of Community Policing initiatives through training and development</td>
<td>3.9 Ensure appropriate financial, human and physical resources are available to support increased efficiency, effectiveness and performance</td>
<td>4.9 Conduct an ongoing road traffic activity analysis</td>
</tr>
<tr>
<td>1.10 Aggressively identify and prosecute corrupt members of the TTPS</td>
<td>2.10 Increase police visibility</td>
<td>3.10 Review and streamline our financial practices to ensure timely and efficient payment for internal and external stakeholders</td>
<td>4.10 Ensure that our officers have the necessary resources required to improve roadway safety</td>
</tr>
<tr>
<td>1.11 Assertively enforce the criminal laws of Trinidad and Tobago</td>
<td>2.11 Build meaningful relationships with our community and business stakeholders</td>
<td>3.11 Develop and implement a Code of Ethics for TTPS members</td>
<td>4.11 Review, lobby and revise traffic related legislation, TTPS SO’s and directives to meet professional policing standards</td>
</tr>
<tr>
<td>1.12 Ensure that our officers have the necessary resources required to improve criminal investigation</td>
<td>2.12 Increase public trust and confidence in the TTPS</td>
<td>3.12 Identify and develop our members to meet the minimum standards required to perform their assigned duties</td>
<td></td>
</tr>
<tr>
<td>1.13 Build meaningful partnerships with our private and public stakeholders that will reduce crime and victimization</td>
<td>3.13 Engage in direct and transparent communications with the public at all times</td>
<td>3.13 Review, develop and introduce a series of Standard Operating Procedures for all police operational activity</td>
<td></td>
</tr>
<tr>
<td>1.14 Identify, lobby and recommend changes to legislation to support crime reduction through professional policing practices</td>
<td></td>
<td>3.14 Review and enhance the current PMAS for all TTPS members</td>
<td></td>
</tr>
</tbody>
</table>
12.0 Operationalizing the Plan

The Strategic Plan 2011-2013, Agenda for Change has been approved. The hard work of implementing the plan begins. The implementation includes the development of *Strategic Objectives and Actions* that will operationalize the Plan, and by extension, the achievement of the desired outcomes.

Each Division, Department, Section and Unit of the Trinidad and Tobago Police Service must develop Actions and Activities which will ensure the achievement of the Strategic Objectives. It is the leaders, administrators, managers and personnel in each organizational component who will ensure the success of the Agenda for Change. In each case they will develop a Work Plan for each *Strategic Goal*, ensuring their Department’s contribution to the organization’s achievement of its Strategic Priorities.

The *Strategic Objectives* will be developed with the assistance of Work Plan Development Workshops and the provision of templates and tool kits to support each Work Plan. This is a work in progress and already underway.

Further, each *Strategic Objective* will be time sensitive and measureable for reporting back to the Commissioner of Police and the Communities, as necessary. This will be accomplished through quarterly and annual progress reports on the status of each *Strategic Goal* and its related *Strategic Objectives*.

13.0 Communicating the Plan

Although this document is the official Strategic Plan 2011-2013, Agenda for Change, its size makes it somewhat cumbersome for distribution to each member of the Police Service and to the public at large.

With this in mind we will be developing series of strategies that will communicate the essential elements of the Agenda for Change in a compact and succinct manner that will be available to all. These strategies will include the distribution of brochures, media events, the internet and intranet, town hall meetings and other avenues of communication.

It is critical that not only do we communicate the Agenda for Change to our members, but also to the public at large as they are our most valuable partner in our fight against crime and victimization in Trinidad and Tobago.

14.0 Measuring Success

The TTPS has previously focused its policing mission primarily on suppression activities to defeat serious crime [e.g., homicides, drugs, firearms, sexual assaults and kidnapping offences, etc.]. While this effort to reduce crime, disorder and victimization through suppression, deterrence and apprehension will continue, it is also important to place policing emphasis on risk management, performance from all
areas of policing and support, and to provide the environment to empower our front line officers to do their jobs effectively with accountability and without corruption.

With a service first focus, performance will be measured by analyzing response times to emergency and non-emergency calls; the amount of patrol time dedicated to proactive activities; increased customer service; and working closely with our national/community partners to develop national enforcement and prevention initiatives, among other measures.

Further, by focusing on the needs and concerns of the citizens of Trinidad and Tobago we will ensure that the TTPS is responding in a manner that provides reassurance, confidence and trust in the police service. The TTPS is committed to furnish quality service through competence and professionalism.

**Overall, the TTPS will strive to build a responsive and respectful police service that will deliver on the vision of a safe, secure and vibrant nation.**

*The following provides a snapshot of how we will measure our progress. This list is not exhaustive and additional measures will be included as directed by the Commissioner of Police:*  

- To reduce the number of reported serious crime, in all categories, by 10%  
- To increase detection rates by 10% over the previous 12 month period for all categories of crime  
- To increase conviction rates by 20% over the previous 12 month period  
- Reduce the number of Road Traffic Accidents by 10% over the previous 12 month period  
- Reduce the number of fatal RTA’s by 15% over the previous 12 month period  
- To increase the detection of impaired drivers by 20% over the previous 12 month period  
- Reduce the number of complaints against the police by 10% over the previous 12 month period  
- Increase the number of police/community crime prevention initiatives by 10% over the previous 12 month period  
- To increase the public satisfaction index to over 60%  
- To reduce absenteeism by 20% over the previous 12 month period; and  
- Other measures to be determined by the CoP

**15.0 Conclusion**

The Strategic Plan 2011-2013, Agenda for Change, is our roadmap to the future and is inclusive of the Strategic Priorities and Goals that are designed to raise the level of policing and service to that of the 21st Century.

The main beneficiaries of this Plan are the citizens of Trinidad and Tobago who we are proud to be of service to. We are committed to their safety and security and to the building of meaningful partnerships.
that will support the TTPS to achieve our Vision to be the National Provider of Professional Policing Services.

It will take a contribution from every member of the TTPS to achieve the desired outcomes that we seek and it is their input, dedication and activities that will bring this Plan to fruition.

It is our fundamental duty to operationalize the Agenda for Change. This will provide us with the opportunity to reach for excellence and raise the standard of service we provide to all, thereby improving the reputation of the TTPS resulting in the organization being the leading police service in the Caribbean.