

TTPS Strategic/Operational Plans for 2014-2016 By Leela Ramdeen, Chair, CCSJ

Good afternoon, brothers and sisters. On behalf of the Catholic Church, I wish to share with you some thoughts that may be of assistance to the TTPS as it develops its strategic and operational plans for 2014-2016. I wish to state at the outset that I truly believe that policing is one of the most noble professions. TT owes a debt of gratitude to the many good men and women in our PS who continue to work diligently and professionally on a daily basis and who pull their weight to ensure that the service achieves its goals. I salute them, and those who have lost their lives in the line of duty.

Members of the TTPS are operating in a context in which we all face many challenges. These inevitably, may impact adversely on your work. Some of the challenges/risk factors that may contribute to crime and which we need to address if we are to build safer societies in which justice and peace can prevail are, for example, poverty, urban decay and social exclusion/inequalities/inequities, family disintegration, lack of quality education and employment, poor housing, mental illness, the proliferation of guns, drug/substance abuse, gang violence, lack of respect for authority and the rule of law.

These challenges should lead the TTPS, our Government, and indeed, all of us, to develop strategies to create conditions that will promote safer/more secure communities and which will allow people to realize their potential. We are all in this together.

In spite of challenges such as those outlined above, the TTPS **can** and **must** make a difference. As the 2012 UK document: *Equality, Diversity and Human Rights Strategy* states: “The world around us is changing and policing has to respond and adapt to those changes to continue to protect society and provide high-quality services that meet the different needs of all our communities...Effective policing is vital to all our lives and it is central to protecting the rights and freedom that our society is based on.”

I am in possession of and have read your previous 20 page strategic plan which covered the period 2011-2013 - entitled: *Agenda for Change*. That document identified clear strategic priorities and goals for the direction of every member of

the TTPS, each of whom, it stated, will be involved in the development and/or implementation of strategic objectives in pursuit of the organization's Vision which states that the TTPS is *The National Provider of Professional Policing Services*. Your Mission recognizes that you can't achieve your goals on your own. It states: "In partnership with the citizens of TT we provide for safer, more secure and healthy communities through focused leadership, service and policing excellence."

Sadly, like so many other organizations in TT – including many Government Ministries, we are very good at producing plans and policies. The challenge we often face, though, is in implementing these – in operationalizing the goals you have set. While I applaud the TTPS for its 2011-2013 Plan, and for the values contained therein e.g. professionalism, respect, integrity, dignity, and excellence, sadly, these words are meaningless unless members of the TTPS demonstrate that they stand by these values.

I used to be a Chief Inspector of Schools in the UK in a very difficult London Borough. Planning for us was a cyclical process. We planned 3 years in advance. Long before each of our 3 year strategic plan ended, we would bring together key personnel, as well as stakeholders, and evaluate the effectiveness of our plans in order to inform future plans. Did we meet our performance targets? We examined individual performances as well as Team work. This process in which you are now engaged should have started much earlier, as we are already nearly 1 month into 2014.

I recommend that you engage in an honest discussion about what you have achieved over the past 3 years – during the 'life' of your previous plan; what went wrong and why? Consider, also, whether your previous plan really addressed the needs of a 21st Century Police Service. Did you have an operations plan that took into account, e.g., the effectiveness of TTPS facilities, equipment, ICT strategy, vehicles, staffing requirements, quality control plans and so on? What action was taken to address deficiencies in the system? E.g. all police vehicles should be equipped with GPS and criminal database and this is still not the case in TT. Also, we desperately need to appoint a **permanent** Cmr. of Police.

The practice of having temporary appointments of Cmr of Police does not augur well for us if we want to develop public confidence in the Service. What does that say about us as a people? If we develop systems for succession planning and ensure that there is on-going, high-quality training for TTPS members, we should not have to look overseas for our Cmr. of Police. Let's have more confidence in our ability to 'grow' leaders from our own soil.

The Media has been playing its part in highlighting e.g. in Newspaper Editorials, what needs to be done. For example, the Editorial in the Guardian on Fri 17 May 2013 made it clear that we need more than reactionary measures:

“What T&T needs is an anti-crime system that can be maintained over the long term, not occasional initiatives that put a strain on limited man-power and resources but fail to do more than scratch the surface of a deeply-rooted problem. There is overwhelming evidence of weaknesses in several aspects of policing well beyond an abysmal detection rate. Even when suspects are arrested and charged, it is almost impossible to get convictions because of errors in the gathering and storing of evidence, so that cases fall apart in the courts. Strategies like strengthening legislation and acquiring high tech crime-fighting equipment will not work in the absence of efficient and effective **basic** police work. What is needed now is for the Government to take measures to strengthen manpower within the TTPS and ensure that officers are properly trained and deployed in sufficient numbers to carry out foot and mobile patrols. Clerical and other desk duties should be handled by civilian employees. Priority must be given to public safety, taking the criminals off T&T's streets and maintaining law and order. Only when these fundamental issues are fully addressed will it be possible to successfully introduce new or amended laws and optimize the use of effective crime-fighting equipment.”

As you plan, I urge you to consider the various recommendations made in reports such as those outlined in the various Commissions TT set up in the past e.g.

- see report prepared 33 years ago by a Commission of Enquiry chaired by former Anglican Bishop the Rt. Rev Clive Abdullah into the country's prison system;
- those contained in the 2013 Ryan Report: *No time to quit: Engaging Youth at Risk*;

- Daniel Khan's, Inspector of Prisons, 500 page 2012 Annual Report – which also has implications for TTPS, (see interview: <http://guardian.co.tt/news/2013-04-06/prison-reform-will-reduce-crime-khan>); and
- the United Nations Development Programme's (UNDP) Caribbean Human Development Report 2012 entitled: *Human Development and the Shift to Better Citizen Security* (<http://www.undp.org>) which was launched in TT on 8 February 2012.

The UNDP report reviews the current state of crime as well as national and regional policies and programmes to address the problem in seven English-and Dutch-speaking Caribbean countries: Antigua and Barbuda, Barbados, Guyana, Jamaica, Saint Lucia, Suriname, and Trinidad and Tobago.

At the launch, UN Under-Secretary General, Helen Clark, a former three-time prime minister of New Zealand, said Trinidad and Tobago (TT) had relatively low and stable homicide rates from 1990 to 2000 but has seen a substantial rise since. In spite of this, she stated that there is no evidence to suggest the death penalty serves as a deterrent to crime. She said “several of the UN’s human rights conventions extort countries to dismantle capital punishment and use other methods to deter crime.”

According to the Report, respondents in TT had the least confidence in the police (53 percent having a great deal of confidence or some confidence in the police) and rated police performance as the poorest (17 percent rating the police as good or very good for controlling robbery and 17 percent for burglary). As murders swell, death penalty spin rises.”

The Report highlights the fact that the criminal law as it exists in countries such as Trinidad and Tobago, will not help to build a just society. It clearly shows that the “iron fist” does not work and that the criminal justice system as it stands currently blocks sustainable development. Justice is not about trampling offenders into the ground or ignoring the needs of victims for Reparative Justice. It states that although murder rates are exceedingly high in our region by world standards, Caribbean governments can reverse the trend. It calls for regional governments “to beef up public institutions to tackle crime and violence - including the criminal

justice system-while boosting **preventive measures**." It states that we should **develop a better balance between law enforcement and preventive measures**.

As Home Secretary in the UK, Theresa May, states in the *Association of Chief Police Officers: Policing in the UK: A Brief Guide*, "...the mission of the police is to cut crime, no more and no less. Cutting crime isn't just about the number of arrests which are made, the number of incidents responded to or the number of successful prosecutions. In fact, I am quite clear that it does mean a range of activity...Early intervention is crime fighting. Preventing crime is part of cutting crime...Cutting crime means catching criminals but it also means preventing crime. And preventing crime means intervening early in domestic disputes to prevent escalation, it means supporting the vulnerable person who could become a victim of crime, it means tackling anti-social behaviour, and it means providing effective public order policing."

This kind of thinking is what we often lack in TT – an holistic approach to crime reduction. We need to start thinking outside the box, as the saying goes. This requires us also to address deficiencies in the administration of justice also.

The UNDP report highlighted **3 deterrents to crime: certainty of being caught, swift justice, and the severity of the punishment** (we have capital punishment on our books – can't get more severe than this). But the death penalty is not a deterrent (see study by Prof David Greenberg, New York University and Prof Biko Agozino, Virginia Tech University – analysis of 50 years of crime statistics in TT - from 1955 to 2007 (British Journal of Criminology)).

[No Link Between the Death Penalty and Capital Crimes - New York ...
www.nyu.edu](http://www.nyu.edu)

The low rate of detection and arrests, lengthy delays in the administration of justice, lack of personnel such as probation officers, social workers etc. all contribute to state in which we find ourselves. We seem to ignore advice from e.g. our Inspector of Prisons, Attorney-at-Law, Daniel Khan, who told us in his 2012 report that we must address issues such as the rehabilitation of prisoners or they will keep re-offending. He said that about **74%** of those who are released from our prisons re-offend within 3-5 years.

Our AG, Hon. Anand Ramlogan, is reported to have said in the Senate recently (see yesterday's Guardian – 22 Jan) that there is *jail space at Santa Rosa for repeat offenders*- at the eight-acre facility at Santa Rosa to keep all repeat offenders who will be denied bail for four months if the Bail Amendment Bill is approved. He told the Senate the majority of prisoners were repeat offenders. Is the answer to this problem just to keep locking them up? I urge our AG, and all those in authority, to listen to Daniel Khan and others who are concerned to *rehabilitate offenders* while they are in prison and even on their release, rather than perpetuate the revolving door situation which exists now. The Motto of our Prison Service is “*To Hold and Treat.*”

We must *move from retribution to restoration*. Imprisonment should not be about warehousing people. The Commission which I Chair, CCSJ, bought about 10 acres of land and, together with the Society of St Vincent de Paul (SVP), we created the *Anthony Pantin Rehabilitation Centre*. SVP runs it on a daily basis. What we have found disturbing is that many of those who seek access to the facility are drug addicts. This means that they were not rehabilitated while in prison.

If we are serious about reducing crime the Government should establish a number of rehabilitation centres. Concurrently, this issue should be tackled *within* the Prison Service. Anna Ramdass reported in her article in the Express on 2 March 2011, statements made by the then National Security Minister Brigadier John Sandy who said in Parliament, inter alia, that the State pays TT **\$312 per day** to maintain an inmate in the prison system. The actual cost today may be more than this. At that time there were 3,493 prisoners in our jails which meant that **about TT \$400 million** (\$397,782,840) is spent **annually** to keep prisoners behind bars. Do we want to keep spending money to *warehouse* people, or should we be trying harder to help them to become *productive, law-abiding citizens*? Warehousing people is another sign of the failure of our criminal justice system.

The *Prison Reform and Transformation Task Force Report 2002* contains some excellent recommendations, including the need to move from a retributive justice approach to criminal justice to a restorative justice system. Daniel Khan, Inspector of Prisons, states that more than 95% of inmates return to society. Unless we

rehabilitate them, they will continue re-offending. For 3 years (2004-2007) I sat on a Cabinet appointed *Parole Introduction Committee* in TT. We produced a report which continues to collect dust. We know what we must do to reduce crime, yet we continue to pussyfoot around the issues and wring our hands in despair as the blood continues to flow.

Of concern also is the fact that while our Governments seem to focus most of their attention on certain crimes, white collar crime and corruption, at all levels of our societies, rob our countries of resources that could be usefully deployed to address some of our social ills. Who is bringing in the drugs and guns? Who is exporting drugs and terror from TT? When is TT going to bite the bullet and catch the big-fish? Do we have to wait for the ‘cavalry’ to come from abroad to help? Well, now that we have 50 or more members of the United States’ Drug Enforcement Administration (DEA) who arrived on our shores recently to investigate the US \$.6 billion cocaine bust in Norfolk, Virginia, USA, which originated from TT - found in a 20-foot container containing fruit juices, perhaps we may learn how to deal with these issues.

Imagine, as someone says, each of us has to take off our shoes etc. and go through scanners at immigration when we leave these shores, and yet all containers leave TT without rigorous checks! As far back as July 20 2003, Prof Ramesh Deosaran presented a paper at a conference entitled: *Key Regional Issues in Crime and Justice: The Caribbean*, in which he highlighted key issues affecting the region. These included the fact that our region is a trans-shipment location. He said:

“Increasingly, the data show that some of these Caribbean states are being used as trans-shipment points for illegal drugs (cocaine) shipped to North America and Europe. At the same time, illegal arms are being shipped into these countries at increasing rates. In June 2002, T&T’s Prime Minister publicly stated that the rise in the entry of illegal arms from South America to T&T was contributing to the rise in serious crimes in this country...Such flows and their consequences make all connected regions vulnerable...Political corruption and the entire issue of integrity in public life are now gaining sharper focus from Caribbean citizens and some legislatures in the Caribbean. ”

Money laundering is another challenge we still fail to address effectively. Prof Deosaran says: “This issue is sometimes related to *campaign financing*...The use of force by police is fast becoming another key issue in the Caribbean...In one country in 2002, Jamaica, 140 deaths resulted from shoot-outs with the police... There are five key areas in which urgent attention and sustained remedies are required as priorities. The **first** is on **police reform** and re-visiting the objectives and operations of police work. The **second** pertains to the **administration of justice**, that is, the processing and determination of cases. The **third** key area is **politics and public policy**. The **fourth** is the need for a more sophisticated and responsive **crime reporting, data collection and retrieval system**. The **fifth** is **penal reform and sentencing**.”

[Key Regional Issues In Crime And Justice: The Caribbean](#)

www.landofsixpeoples.com/news303/nc307205.htm

Deosaran’s paper is not the only one that lays out the challenges we have been facing for some time and suggestions for the way forward. Somehow, we seem to lack the **will** to address crime and violence in a meaningful way.

The 2012 UNDP report on Citizen Security “stresses the need to rethink our approaches to tackling crime and violence and providing security on the ground. We need to follow approaches that are centred on citizen security and address the causes of this recent increase in violent crime, including *social, economic, and political exclusion*,” said Helen Clark (UNDP’s Administrator).

“The new study recommends that Caribbean governments implement *youth crime prevention* through education, as well as provide employment opportunities that target the marginalized urban poor. A shift in focus is needed it says, from a state protection approach to one that focuses on citizen security and participation, promoting law enforcement that is fair, accountable, and more respectful of human rights.

“The new study also highlights other effects of crime that generally go unreported, such as low educational achievement and poor health among youth, physical and psychological pain, suffering and trauma caused by youth violence, reduced

quality of life, the marginalization of youth and negative stereotypes that fuel further aggressive behaviour among young people."

Our Minister of Education has said that each year about 4,000 students drop out of secondary schools. Where are they? Who cares? How many are being embraced by gangs?

The UNDP report clearly shows that what we are doing is not working. Therefore, there is an urgent need to consider alternatives. It is worth noting the summary and key recommendations outlined in the report:

"Crime has become one of the main challenges threatening economies and livelihoods in Caribbean countries, but the right mix of policies and programmes can halt the problem, according to the Caribbean Human Development Report 2012...

"Violence limits people's choices, threatens their physical integrity, and disrupts their daily lives," said UNDP Administrator Helen Clark at the report's launch ceremony with TT Prime Minister Kamla Persad-Bissessar and UNDP Regional Director for Latin America and the Caribbean Heraldo Muñoz.

"Key recommendations from the Report:

- High rates of violent crime can be turned around by achieving a better balance between legitimate law enforcement and preventive measures, with a stronger focus on prevention;
- Governments should create or invest more in units to address gender-based violence and adopt more preventive measures to ensure that violence against girls and women is no longer tolerated;
- Because crime harms social cohesion, Caribbean nations must better address youth violence and street gangs, whose crimes are rarely prosecuted;
- Public security requires community collaboration."

While this report only focuses on 7 countries within the region, there is an urgent need for greater, more effective collaboration within and between all countries in the Greater Caribbean.

I am also the Chair of the Greater Caribbean for Life, an organization that is urging our Caribbean leaders to abolish the death penalty and implement non-lethal means to reduce crime. The death penalty is not a deterrent and will not help us to build a just, peaceful society. You may have read my plea in *Newsday* recently: *Stop baying for blood*. Our homicide rate is one of the highest in the world – given that there are only 1.3m people in TT. It is about **27 to 30 per 100,000 in 2013**. Let us focus our attention on addressing the root causes of crime.

In any case, while the Death Penalty remains on our “books”, we know that due to the Privy Council’s (PC) ruling in the case of Pratt and Morgan, we, like most other English-speaking Caribbean islands, are unable to hang those whom our Courts have sentenced to death. And seeking to change Constitutions to nullify the effects of the PC ruling is not going to help us build safer, gentler, just societies.

If you are to build public trust and confidence in the TTPS, you must demonstrate that the TTPS is developing a more effective, efficient, transparent, accountable, and responsive Service – one that has developed a culture of accountability, transparency, and best practice.

TTPS must engage in serious introspection and ask: What can we do to improve policing? How are we measuring police effectiveness? How are we doing in terms of recruitment, training, deployment, supervision and management of TTPS? Remember, you are recruiting from a society in which morals and values at all levels continue to decline; in which the curriculum in our schools is yet to develop effective programmes to promote citizenship and character development; recruitment is ongoing in a society that lacks exemplars who are prepared to plough back some time as mentors.

Too many members of the public from which the TTPS is recruiting lack respect for the rule of law. Every day we see people driving on the shoulder, overtaking dangerously, drinking and driving, parking irresponsibly and so on. We need public education programmes and law enforcement to help change this culture.

And police recruits join a PS that may have an updated Code of professional standards, but who is supervising them to ensure that they adhere to this Code?

Dealing with corruption within the TTPS is imperative if we are to move forward. On 8 Jan 2014 we read in the media that 55kilograms of marijuana was found in the trunk of a vehicle in Sea Lots and it is alleged that a Police Inspector may be involved and is suspected by some of his colleagues of wrong doing. The drugs are said to have a street value of over one million dollars. Too often we hear that “Investigations are continuing” and that is the last we hear of the matter. Whatever happened e.g. to the guns and drugs that were found a few years ago in the ceiling of St Joseph Station Police? They were found in the roof of a senior policeman's office in the station. We read of instances where police guns have been rented. Now there are plans to give the police pepper spray and tasers – and there is an order for 2,500 more guns. Where are the strategies to strengthen family life and address other root causes of crime? Pepper spray and tasers, on their own, won't help us to turn the tide.

TTPS has changed its Motto from “To Protect and Serve” to “To Protect and Serve with Pride.” The Service needs more than a change of Motto to win hearts and minds. To protect and serve with pride the PS must know what is going on in the community. Community policing is essential. We don't seem to understand the essential elements of community policing. We heard a few months ago that there are 32 new community police units - where? How are they operating? What is the philosophy that underpins their practice?

TTPS should respond to the needs of the various communities. But to do so, they must be on the ground and listen to the people as they outline their needs. There is an urgent need for the TTPS to develop better relationships with communities. To build trust and confidence among the communities you serve, there must be signs of improvement e.g. in detection, arrest, investigative techniques, use of modern technology, the collection, storage and retrieval of evidence (e.g. little Akiel Chambers' underwear with semen disappeared from the Forensic Science Centre), solving crimes etc. If our detection rate for homicides remains at about 14% with only about 6% being solved, the image of the Service will continue to be adversely affected.

Public co-operation with the police is essential to solve crime and to promote safer communities. But such co-operation will only be forged if interaction with the public inspires confidence and trust. We still lack effective structures such as e.g.

safe houses, witness protection - give example of woman who came to see me for help due to the appalling situation regarding witness protection conditions.

I agree with Sgt. Anand Ramesar, president of the Police Social and Welfare Association, who said on 9 Jan 2014 (see Express newspaper - report by Gyasi Gonzales) that there are “internal issues in the service that are depleting morale and motivation”. I agree with him that there should be “a performance audit and a financial audit on how the money is being spent in the crime initiative”. He slammed the performance of certain departments within the service that were not holding up their end of the bargain. He explained, “when you have officers who have been on suspension for seven, eight and nine years and getting their full salary and nothing happening to them, that tends to impact on morale but they (management of the Police Service) are not doing anything so what we need is leadership and management but we are not seeing that.”

He said: “It is easy to say there is a need to deal with the rogue elements but they have the power to treat with that and they are doing nothing. In fact let me continue. Our management knows who the risk groups are and they have a clear list of all the hot-spots but where is the clear thinking in deployment strategy? Where is it?”

The Acting Cmr of Police reported on a recent statistical analysis on violent crime communities, conducted by an expert from the University of Cambridge, which found a total of 188 “violent crime hot spots” in TT. (“Hot spot” is defined as a small geographical area of concentration). The challenge is for such information to inform the operations of the National Security Council, Chaired by our PM, and the operations of the Police Service. Being aware of hot spots is not good enough. A Police Service needs to know what its officers should do in such areas.

As the Centre for Problem-Oriented Policing states: “Effective police work requires both focused attention and diverse approaches. The least effective policing uses neither element...If diverse approaches are used without focus, it is difficult to apply the appropriate approach to the places and people who most require it. If police are focused on hot spots, but only enforce the law, they limit their effectiveness. A fully effective police agency must take advantage of the details of crime situations to reduce crime opportunities. Crime analysts have important roles

in applying both elements.”

(<http://www.popcenter.org/learning/60steps/index.cfm?stepNum=3>).

As Prof Ramesh Deosaran says, *evidence-driven policing* should lead the Police Service to place a community as a “**warm spot**” and take appropriate action to prevent it from becoming a “**hot spot**”.

I recall the years I served as a member of the Police Service Commission (2003 - 30 June 2007) and the pain I went through in seeking to make a difference on the PSC. Today I am still of the view that major structural, operational and attitudinal changes are necessary if the Service is to meet its goals. Strong leadership and management are urgently needed. I recall the then Chair of the PSC saying that he visited a few police stations and found that there was no senior officer on duty over the weekend. In one station he found that Officers had to relieve themselves in the bush due to a lack of functioning toilet facilities. How undignified! And we say we want to build a professional TTPS!

As well as addressing such deficiencies, we all know that corruption within the TTPS must be rooted out if we are to increase our capacity to solve crimes. Too often rogue police officers stand as obstacles on the journey to excellence. You may have read the **Express Editorial** on 13 Jan: *Scandal of Princess Town Police Station*.

My heart bleeds for the family of Barrackpore resident Manohar Sonnylal. More than three years after Mr Sonnylal was killed in a vehicular accident, the case against the defendant, Timothy De Leon, was dismissed after the police officer who had laid the charge failed to turn up in court this month. Mr De Leon had been charged with dangerous driving leading to Mr Sonnylal’s death in **2011**. No Officer seemed to know where the Officer who laid the charge was. I blame the entire justice system for this travesty of justice. In the UK a warrant would have been issued for the Officer’s arrest. But not in TT; life seems to be cheap here, so the case was simply thrown out.

The Express stated in its editorial that: “Such police disaster is magnified to mass proportions at the nearby Princes Town Police Station ... This station’s sins range from the infamous case of the “rats” who ate the cocaine evidence to a series of prisoners escapes, several of whom later claimed that they bribed officers to

facilitate their getaway. The most recent charge against the station comes from 18-year-old Jamerson John who claims officers stripped him to his underwear and set fire to his genitals after he refused to admit to a robbery. If there is a place crying out for a thorough investigation it is the Princes Town Police Station. All the signs indicate a rotten state of affairs there.” See the photo from yesterday’s Guardian showing some of the injuries Jamerson John is alleged to have received at the hands of the police at the Station.

You may have read in Sunday’s Mirror (19 Jan 2014) an article by Melissa Farrier: “*Fed up magistrate raps the police.*” Magistrate Indrani Cedeno (First Court, Arima Magistrate’s Court) said last week that Policemen are partly responsible for slow justice system because some fail to turn up to prosecute cases. Last week *several* police officers who brought matters before the court were absent and the matters had to be stood down or adjourned.

Inter alia, she said: “This is a situation that seems not to be getting better at all. There is a certain percent of police officers who are not coming to court on their matters...Their non-appearance in court erodes public confidence in the system. It encourages crime...If we want better results we have to have a different attitude.”

The Mirror reported that “She also warned attorneys and police officers to have their files, disclosures and witness sightings prepared when they come to court so that they are ready to proceed. She took time to praise the few police officers who are punctual and come to court well-prepared.”

Since we are talking about “praise”, I wish to take this opportunity to praise Mrs Margaret Sampson-Brown, Manager of the Victim and Witness Support Unit, for the wonderful work that she and her team are doing. Too often we forget the victims of crime. I pray that the Unit grows from strength to strength.

Sadly, there are some in TTPS who are getting some ‘licks’ at the moment. You will have read that the Ag. Cmr of Police, Stephen Williams, received a warning during his meeting with members of the PSC – see Julien Neaves report in Newsday, Friday, January 10 2014 of a meeting between Mr Williams and members of the PSC. One of the serious concerns raised by Prof. Deosaran, Chair of the PSC, is the “disturbing absenteeism” of police officers in giving required testimony as witnesses or complainants in court.

“He stressed that if these cases are dismissed, as they appear to be, by the non-appearance of policemen, ‘I think that is a grave injustice to both the national community and against the victims’ in these matters.” He also noted that succession planning is lacking in the service.

While I was a member of the PSC, there were countless examples of instances where, due to lack of strong supervision and management, certain members of the TTPS were allowed to act in an unprofessional manner with impunity. In my view, many Court matters were dismissed and persons were discharged directly due to negligent attendance by police officers - with no good reason. As Martin George, a PSC Member said after the recent meeting with the Ag. Cmr of Police, Mr Williams: “... there is no point you detecting crimes and bringing people to the courts if at the end of the day when the prosecution comes up you are not there to give that evidence and the person walks.”

Your Strategic Plan must be accompanied by effective *Performance Appraisal systems* – for everyone in the TTPS. It is difficult to get rid of ineffective/rogue members of the TTPS if the reports on the performance of these individuals are always “glowing”. And are we deploying our limited resources effectively? Years ago the Law Association suggested that Policemen and police women should not prosecute cases. Attorneys should be appointed to take on this job as the Crown Prosecution Service (CPS) does in the UK. This would release members of the TTPS to be deployed where they are most needed.

I note that Mr Williams has told the PSC in his recent meeting that he is:

- “• improving his intelligence unit by having intelligence teams

- improving the training strategies to be more focused on investigation

- working more closely with the divisions and the commanders to get regular reports and to demand from them a range of accountability within their jurisdiction

- * ‘beefing up’ the TTPS Crime Scene Investigation Unit and will be making some changes to the Homicide Investigation Unit
- * improving detection of firearms, which is linked to the majority of homicides
- * seeking to address the situation regarding gangs.”

These strategies must be included in your strategic plan or your operational plan. However, the Cmr. of Police must also press for action to be taken to address deficiencies in the criminal justice system. On October 1 2013 CCSJ and a number of local and international partners organized an International Conference at UWI on the theme: *Stop Crime, Not Lives*. Pamela Elder, SC, was one of the speakers. You may have read what she said in a report by Alexander Bruzual in Newsday on 5 October.

Inter alia, she agreed with the Chief Justice, Ivor Archie, who had said 3 weeks earlier that “the criminal justice system was in ‘*crisis*’ and urgent remedies needed to be put in place to improve the efficiency and productivity of the system...she went so far as to say that the criminal justice system ‘was in *shambles*’...she tackled some of the main issues which she believed would lead to a more efficient system...Elder noted...that the time it took for the filing of an indictment by the Office of the Director of Public Prosecutions following a committal to stand trial by a magistrate was far too long and this process needed to be either cut out, or drastically reduced. She said the time it typically took for an indictment to be filed after committal was anywhere between three to five years, and as such she suggested that this process be bypassed or drastically altered, so that matters could begin almost immediately after a committal order was given...Elder also suggested that courts begin to fully utilise the benefits of the modern era, with the use of, for instance, video recordings for ID parades and confessions. If this was allowed, she said, that weeks of going back and forth between attorneys who would wish to challenge the fairness of confessions or ID parades would be significantly reduced.”

It is to be noted that Chief Justice Ivor Archie stated at a Youth Justice Symposium at the Hyatt Regency on 3 Oct 2013, that “The Justice system in this country is falling short of international standards as it lacks specialized juvenile courts, as

well as widespread diversionary and rehabilitative programmes, specifically targeted at young offenders...He noted that the 2011 report of the Caribbean Basin Security Initiative Juvenile Justice Assessment produced for the US Agency for International Development (USAID) identified several areas of concern..." see article in Newsday - Janelle de Souza on Sat 5 Oct 2013.

We still need to fix our Forensic Science Centre. I don't have time to go into the deficiencies of this Centre, but without an effective Centre, we will continue to fail our people.

In **conclusion**, I wish to remind all of us that a large proportion of TT's budget is allocated annually to reducing crime. We need to ask whether or not we are getting value for money, and if not, why not. Let us use our human ingenuity to do what we know we must do to address runaway crime in our country and work **together** to build a strong nation.

I congratulate the TTPS for inviting stakeholders to this event. It's a good sign. Collaboration will go a long way to develop a positive approach to community policing.

As we leave here today, let us reflect on what action each of us is taking to reduce crime. There is a saying: If you are not part of the solution, you are part of the problem. Let's all join the 'solution' team. As Fr Clyde Harvey said in his TED Talk recently, "all of us are responsible and all of us are guilty...Let us all dare to dream of a renewed society and be faithful to this dream." Let us make a pledge today to do at least one thing each day that will take us from a culture of violence and death to a culture of life. May God guide us on our way.

Thank you.

The Policing Mission –

Schedule 4 Police Act 1996 - UK:

“I do solemnly and sincerely declare and affirm that I will well and truly serve the Queen in the office of constable, with fairness, integrity, diligence and impartiality, upholding fundamental human rights and according equal respect to all people; and that I will, to the best of my power, cause the peace to be kept and preserved and prevent all offences against people and property; and that while I continue to hold the said office I will, to the best of my skill and knowledge, discharge all the duties thereof faithfully according to the law

There’s jail space for repeaters—AG

[Richard Lord](#) Wednesday, January 22, 2014 TT Guardian

Attorney General Anand Ramlogan says there is an eight-acre facility at Santa Rosa to keep all repeat offenders who will be denied bail for four months if the Bail Amendment Bill is approved. He was speaking during yesterday’s presentation of the bill for debate in the Senate, Tower D, Waterfront Centre, Port-of-Spain. It requires the votes of at least four Independent senators. It was passed with the required three fifths majority vote in the House of Representatives last Friday.

Ramlogan, who spoke for an hour, said the crime rate would escalate if nothing was done now to address it and the legislation was intended to put repeat offenders in prison for at least four months. “The intention of this measure is to remove the bandits, rapists, arsonists from the streets and put them behind bars,” he said.

He said during a visit last Sunday to the Eastern Correctional and Rehabilitation Facility, Santa Rosa, Arima, he saw about 100 men on benches watching a movie, the cells were spacious and inmates were able to exercise and they planted barbadine and other fruit trees in the backyard. Ramlogan said the capacity was for over 400 prisoners and there were only 136 there. He also spoke about additional capacity at an adjacent compound which housed a warehouse.

“The covered area of that (warehouse) is four acres and the integrity of the structure was so built to accommodate a top floor. You have eight acres of covered space,” he added. “What is the message from this Government to the bandits? We are going to make space in jail, behave or you will feel the full brunt of the law. Stop terrorising people,” the minister added.

He listed several other measures which were intended to work with the legislation, including the DNA Bill, the Electronic Monitoring Bill, Summary Offences (Amendment) Bill, the Death Penalty Bill, Jury and Witness Tampering Bill, legislation to codify identification parades and new evidence legislation. He also dismissed claims that the legislation would take away judicial discretion.

“We press pause on that for 120 days because you can’t apply for bail but we are not taking it away,” he said, on the four months an accused can apply for bail if the prosecution had not started its case. He produced the list of convictions of an unidentified prisoner, which he said filled several pages, noting that several offences were committed while the prisoner was on bail. The minister also told the Senate the majority of prisoners were repeat offenders.

Crime falls to lowest level since survey began in 1981

Further 9% fall in crime in England and Wales comes as figures show number of police officers is at lowest level since 2002

- [Alan Travis](#), home affairs editor
-
- [The Guardian](#), Thursday **18 July 2013** 09.58 BST
- [Jump to comments \(448\)](#)

The number of full-time equivalent police officers in England and Wales was 129,584 in March 2013 – a 4,516 drop from the previous year. Photograph: Christopher Thomond for the Guardian

[Crime](#) in England and Wales has fallen by a further 9% over the past year, official survey results published on Thursday reveal.

Official statisticians say this latest substantial fall brings the crime rate down to its lowest level since the survey began in 1981 and to less than half the peak level it reached in 1995.

Separate figures of crime recorded by the [police](#) confirmed the significant drop: they fell 7% in the 12 months to March 2013 to 3.7m offences.

The [Office for National Statistics](#) said the fall in crime continued the downward trend of recent years, albeit at a slower rate than was seen in the 1990s.

Senior police officers said a 27% rise in reported fraud showed that criminals were adopting new tactics and moving online, as well as being a result of a new centralised recording system.

Home Office figures also published on Thursday reveal there are 14,186 fewer police officers than when the coalition government came to power in March 2010.

The number of full-time equivalent police officers was 129,584 in March 2013. This 4,516 drop in the past year is the third year of consecutive falls. The overall number of officers is at its lowest since 2002.

Home Office statisticians say the evidence for a clear link between crime figures and police officer numbers is contested.

The fall in crime has taken place across nearly all categories: there has been a 15% fall in car theft, a 7% fall in burglary, a 6% fall in violent crime and a 13% fall in vandalism.

Among the few categories to see a rise in incidents were theft from the person – mainly pickpocketing and snatch thefts – which rose by 9%, mainly in London, for a second consecutive year.

There was also a 1% rise in sexual offences to 53,340. Statisticians say this reflects a "Yewtree effect" – greater numbers of victims of sexual attacks have come forward to report historical offences to the police in the wake of the police investigation into Jimmy Savile.

The murder rate in England and Wales remained almost unchanged: 552 homicides were recorded in 2012-13 compared with 553 the previous year.

The fall in crime has been more than matched by a sharp 17% reduction in the number of anti-social behaviour incidents recorded.

Figures for fraud show that 229,000 incidents, including online fraud, were reported to the police and the National Fraud Authority in the past year. The figures give a profile for the first time of the scale and type of offence taking place online. For example, fraud involving online shopping and auctions reported to the authorities doubled from 23,750 to 45,114 incidents in the past year.

Advance fee frauds included 1,196 offences involving dating scams and 1,114 inheritance frauds. There were 11,048 offences involving computer misuse, including virus and denial-of-service attacks. Computer-hacking offences topped 4,500 reported incidents.

The deputy chief constable of Gwent police, Jeff Farrar, said the figures showed the likelihood of someone becoming a victim of crime was at its lowest level in more than 30 years: "A key success reflected in the figures is the significant reduction in the number of victims of antisocial behaviour, with 458,166 fewer offences compared with last year," he said.

"However, although police-recorded crime is down by 7%, we are seeing some emerging trends. Data shows that fraud is up 27%. Although this increase is partly down to the introduction of a more efficient centralised recording system, it also shows us that criminals are adopting new tactics and crime is moving away from more traditional forms to the online world.

"The need for policing to deliver safe and confident neighbourhoods and engage effectively with the public will remain so we are disappointed to also see in today's figures that theft against the person is up 9%. The major driver is the rising number of mobile phone thefts."

The home secretary, Theresa May, said the figures showed her police reform programme was delivering results and said the sustained fall in crime was a significant achievement: "Police forces have shown an impressive ability to rise to the challenge of making savings while still cutting crime," she said.

David Cameron hailed the figures as "good news". Speaking during a visit to Hammersmith police station in west London, the prime minister said: "I think we should congratulate the police. As a government we have asked them to do more with less resources. They have performed, I think, magnificently and I think all the work that has gone into crime prevention has helped as well.

"This is good news that Britain is getting safer as well as stronger."

THE SEVEN CORE ELEMENTS OF COMMUNITY ORIENTED POLICING

<http://www.ci.beavercreek.oh.us/old/police/copcore.htm>

1. Develop a police philosophy of true police/community partnership
2. Proactive open community policing management style.
3. Establish a problem-solving orientation.
4. Facilitate community policing/citizen involvement.
5. Promote permanent ownership of beat areas.
6. Prepare police officers to serve as neighborhood leaders and resource organizers.
7. Maintain personal relationships between police officers and communities

The Key Components of Community Policing

http://www.rgpf.gd/index.php?option=com_content&view=article&id=21&Itemid=17&limitstar

Royal Grenada Police Force: Mission Statement: To protect and serve through the delivery of professional services to ensure a safe society. Most police services in the world today recognize that the following key components are required in order to effectively deliver community policing

- **Community/Police Partnerships**

At the core of community policing are the partnerships formed between the police and the community. Section 2 of this manual is dedicated to defining these partnerships and describing what you need to do to ensure that they are effective.

- **Community Development**

Depending on the capacity of your community to work with the police, the type and amount of development needed will vary. The need for some type of development and capacity building is usually required by both the community AND the police.

The production of this manual is an example of how information and training can assist in development. Problem solving workshops, based on Section 4, are an excellent way of bringing police and community together to develop their potential to resolve their own problems and issues.

- **Police Organizational Transformation**

The R.G.P.F. recognizes the requirement for change and adapting to community and policing needs. Organizational support for community policing will be ongoing and reflect the impacts of crime and social order issues.

- **Police Learning**

To be an effective and efficient police service requires ongoing training and development. Learning on how to do community policing effectively requires continuous learning, both within the police and within the community.

- **Enforcement**

Although not normally recognized as a component of community policing, enforcement is a strong necessity needed to resolve police and community issues. Within the problem solving process, enforcement is an important strategy to be considered.

If we accept the facts that to deliver policing services we need good community relations, crime prevention programs, law enforcement and criminal investigation, then we need to understand that community policing includes ALL of these elements. The role the community plays in community policing is very important, and not every community will have the capacity or the willingness to take on the same roles.

1. [***Community Policing: Principles and Elements - National Center on ...***](#)

www.ncdsv.org/images/CommunityPolicingPrinciplesElements.pdf

by G Gordner - [Cited by 7](#) - [Related articles](#)

2. ~~{PDF}~~

[***Elements of Community Policing: a literature review - New Zealand ...***](#)

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www.popcenter.org/.../Model_Academic_Curriculum-Module_2.ppt

4. [***Community Policing Strategie***](#)

www.children.gov.on.ca/.../preventing03_community_polcing.aspx

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[Understanding Community Policing - National Criminal Justice ...](#)

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6. [Community Policing](#)

www2.gsu.edu/~crirxf/considerations.htm

Originally published in: Home Affairs Review, 1996, "*Community Policing: Some ...*". This is one of the key *elements* in *community policing* as it operates to ...

7. [Community-Oriented Policing - Legal Dictionary - The Free Dictionary](#)

legal-dictionary.thefreedictionary.com/Community-Oriented+Policing

A key *element of community policing* is an emphasis on crime prevention. The public has been encouraged to partner with the police in these efforts through the ...