Association of Caribbean
Commissioners of Police
Strategic Plan 2018 – 2023
RESOLUTION
ACCP Strategic Plan 2018-2023

WHEREAS it is the mission of the ACCP to engage with its members in a united approach to tackle crime in the region, and

WHEREAS the ACCP aims to achieve its mission through collaboration and cooperation in the development of policing strategies that improve the professional and technical skills of police officers, deliver proactive crime prevention measures, and promote community policing initiatives in the region, and

WHEREAS the ACCP recognises the limitations of available resources to fulfil its mission, the need to improve advocacy in the region, the demand for the delivery of more effective policing initiatives to the membership, and the requirement for deeper dialogue and collaboration, now, therefore, be it

RESOLVED that the ACCP partners with Ernst and Young to facilitate the development of a 5 year Strategic Plan to address the needs of the association through four strategic goals of business improvement, reduction in violent crime, increased border security and cybersecurity, and enhanced police legitimacy, and, be it further

RESOLVED that the ACCP adopts the Strategic Plan for the period May 2018 to May 2023, and all of the recommendations, structures, goals, initiatives, and action plans contained therein.
“The prevention of crime in the Caribbean will not be resolved by law enforcement efforts alone but through concerted involvement of key stakeholders.”

A little about our role. Retrieved from http://accpolice.org
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President’s Foreword

The Association of Caribbean Commissioners of Police (ACCP) has been in existence since 1987, proudly serving and supporting member Commissioners and their Police Services, providing access to resources, and training while creating mechanisms for dialogue and collaboration in tackling key policing issues impacting the region. However, in the last few years, our members and partners have demanded a more beneficial value proposition from the services delivered by the Association for the fees invested.

Therefore, at the Intersessional Meeting of December 2016, members agreed to the development of a new Strategic Plan for the organisation with an objective of improving the performance of the ACCP. Since then, the ACCP engaged Ernst and Young (EY) to support this initiative, asking it to facilitate the development of a 5 year Strategic Plan based on the mission of the organisation. EY accepted and facilitated workshops, engaged the Executive, members, partners and other various stakeholders to complete this task.

Having completed its analysis, it was found that we have a number of deficiencies including:

- A limited number of resources specifically, funding, people, and technology;
- The need to improve advocacy;
- An inability to deliver more and better initiatives which positively impact Policing; and
- Greater requirements for deeper dialogue and collaboration amongst members.

With this in mind, a 5 year Strategic Plan was created to address these deficiencies and member demands through 4 strategic goals:

1. Business Improvement;
2. Reduction in Violent Crime;
3. Increased Border and Cybersecurity; and
4. Enhanced Police Legitimacy.

These goals are the most pressing to our membership and provide the focus necessary to be successful.

To achieve these goals, the ACCP and its membership must embrace new approaches to doing business, requiring greater collaboration, reinvigorated effort and active participation by its membership. Accordingly, we will move to conduct initiatives which enhance the capabilities of the Association while activating the standing Committee structure already noted in our Constitution to increase our capacity. We will also seek opportunities to build new and existing partnerships, which support the provision of additional resources especially funding and technology to support the achievement of our objectives.

Given the work done by the Executive and EY guided by our members and key partners, I sincerely believe that the enclosed Strategic Plan once implemented, will assist us in transforming the organization, providing our members the services they deserve while enhancing Policing in the region.

I therefore extend my many thanks to my fellow Executive members, staff of the Secretariat, members and all stakeholders who cooperated in the development of this Strategic Plan. I would also like to thank our Consultants EY for facilitating this process and the effort extended by their team to support the development of our Plan.

Michael A. DeSilva QPM, CPM, MBA
Commissioner of Police, Bermuda Police Service President, ACCP
Section 1
Overview of ACCP
Overview of the ACCP

Background

Founded in 1987, the Association of Caribbean Commissioners of Police (ACCP) is incorporated as a non-profit organisation and headquartered in Barbados. The Association was formed for the purpose of engaging its membership in a united approach to the fight against crime in the Caribbean region and developing mutual relationships with regional and international organisations.

The ACCP has 25 active ordinary members, consisting of Commissioners from countries that span the region including:

- Anguilla
- Antigua & Barbuda
- Aruba
- Bahamas
- Barbados
- Belize
- Bermuda
- British Virgin Islands
- Cayman Islands
- Curacao
- Dominica
- French Antilles
- Grenada
- Guyana
- Haiti
- Jamaica
- Montserrat
- St. Christopher & Nevis
- St. Lucia
- St. Maarten
- St. Vincent & the Grenadines
- Suriname
- Trinidad and Tobago
- Turks and Caicos
- US Virgin Islands

Further, it has a number of Associate, Corporate, Lifetime and Honorary members who represent key stakeholders of the Policing machinery across the region, such as other Police agencies in other regions, e.g., the FBI, New Scotland Yard, Interpol, along with commercial entities with pecuniary interest. From this platform, the ACCP seeks to influence regional Policing policy, promote sharing of Policing data and information across the region, while supporting the institutional development of Police Services.

Given the importance of Policing to the wellbeing of the region and its economies, at its 2016 Annual General Meeting in Suriname, the ACCP’s members recognized the need for developing a Strategic Plan, which would articulate the course of the organisation for the next 5 years. It will equip the ACCP with the tools to be more effective in achieving the vision of the organisation and its constitutional mandate.

Having engaged the services of Ernst & Young to support the process in 2017, a 5-year strategic plan was created through a broad stakeholder consultation and a member’s workshop at the 2017 ACCP AGM held in Aruba. The resulting plan documented the following fundamental questions:

- Where are we now?
- Where do we want to be in 5 years?
- Which paths should we take to get there?
- What actions do we take?
- How do we measure our progress in getting there?

This strategic plan therefore outlines the strategic imperatives that the ACCP will take in its developmental approach over the next 5 years as it seeks to achieve its defined vision.
Overview of the ACCP

Our constitutional mandate and core values

Our Mandate
The Association of Caribbean Commissioners of Police (ACCP) is the representative body for the Commissioners of Police and associated Police Services in the Caribbean with a motto to be “United against Crime”. The Association was formally established in 1987 in Castries, St Lucia by a resolution passed by 13 members on 20th August. The stated objectives of the association at that time were:

1. Regional cooperation in the suppression of criminal activities in such areas as narcotics, terrorism and organized crime;
2. The exchange of information in criminal investigations;
3. The sharing of common services which may include training, forensic analysis and research; and
4. The effective management of law enforcement agencies.

Our Mission
In the year 2000, the organisation re-defined its mission to remain relevant, with a focus on:

• Collaboration and co-operation in the development and implementation of policing strategies, systems and procedures
• The professional and technical skills development of police officers
• Proactive measures to prevent crime and improve police-community relations

Our Core Values
By nature of being the representative for Policing in the Caribbean, it is critical for the ACCP to uphold strong operating principles, which guide how the Association achieves its mission. Therefore, the ACCP has adopted the undermentioned core values, which embodies its ideals and philosophy:

1. Commitment to Quality Service: Creating an ethos of quality service delivery to all clients.
2. Collaboration and Cooperation: Acknowledging the benefits of utilizing greater teamwork and cooperation for more efficient and effective law enforcement.
3. Professional and Ethical Standards: Striving for efficiency and effectiveness while maintaining a keen sense of fairness and integrity.
4. Community Partnership: Continually seeking the support and consent of the community for policing activities.
5. Respect for Human Rights: Engendering protection for the fundamental rights of every individual regardless of age, sex ethnicity, religious belief or social status.
Section 2
Our Current Situation
Current Situation

Finance

The ACCP’s current financial position is healthy, with the organisation meeting all of its operating expenditure with nominal retained earnings between US$10k - US$60k per annum since the 2013/2014 financial year (FY). The bulk of revenue came from ordinary member fees (72%) and corporate member fees (8%).

The revenue side has seen fluctuations in the payment of member fees. The Secretariat has managed to contain and monitor costs given the slim retained earnings.

Due to financial challenges, there were 7 member countries which have not consistently paid their membership fees. This has created a receivable of US$136k within the ACCP. Collecting these unpaid dues could fund new initiatives, or provide additional Secretariat staff (equivalent of up to 7 administrative staff for a year, or 2 additional resources, e.g. commercial project manager for 3 years).

Organisational Structure

As noted in the ACCP’s constitution, the organisation is required to maintain an organisational structure which encompasses an Executive Committee to manage the Association, and a permanent Secretariat, which is responsible for the day-to-day functioning of the Association. The organisational structure is illustrated below:

On the expenditure side, most expenditures have remained stable, with the highest cost being salaries for the Secretariat which are reasonable.
Current Situation

Though the existing organisational structure is “fit for purpose” for our current operational level, it is not designed to scale. Further, the Association’s present revenue position does not facilitate hiring of additional headcount, thus limiting an increase in service delivery and the implementation of more in-house executed initiatives.

Due to this situation, consideration must be given to how the Association provides greater service levels to its stakeholders through approaches that:

1. Do not require an increased permanent headcount
2. Leverage enhanced partnerships or alliances with stakeholders
3. Support self-sustaining initiatives, whether through grant funding or revenue generation

SWOT Analysis

The findings from our SWOT Analysis are shown in Figure 7 (below). These findings are based on the results from interviewing a number of Commissioners of Police from member states as well as key stakeholders of the ACCP.

**Strengths**
- Quality of the conference and intersessional meetings
- Secretariat responsiveness and coordination
- Magazine quality (caveats on relevance and frequency)
- Trauma kit for front line officers (caveats on success of execution and evaluation strategy)
- RIBIN (caveats about speed of implementation and take up)
- Various training initiatives (caveats on selection process, attendance and monitoring/evaluation post training)
- Current bullet proof vests project
- Motorola scholarship
- Regional recognition awards program (caveats on criteria)
- Strong relationships with partners, i.e. regional and international policing bodies, agencies, NGOs and vendors
- On-going willingness of partners to support the ACCP

**Weaknesses**
- Insufficient engagement between semi-annual meetings between Commissioners
- Poor information sharing on best practice and what to avoid
- Weak portfolio lead model - due to lack of effective accountability, performance reporting and M&E
- Inability to agree and deliver larger scale, fully regional projects
- Slow delivery of initiatives
- Low level of participation by some Commissioners/forces
- Inadequate execution support from Commissioners and limited monitoring and evaluation of initiatives
- Capacity of the Secretariat to do more than they do now
- Limited revenue and funding
- Limited collaboration between CARICOM IMPACS & ACCP
- Limited technology enable and basic website
- More value needed for private sector partners

**Opportunities**
- Build closer relationships with law enforcement agencies
- Bigger expo component at conferences
- B-annual e-magazine
- E-portal for sharing information
- Invest in video conferencing or have WhatsApp groups for Commissioners
- Executive to further engage CARICOM IMPACS and RSS
- Lobby CARICOM on key issues
- Engage with Caribbean Ministers and a broader set of funding agencies
- Establish working groups on a small number of themes to plan and deliver projects/services
- Reform governance/performance management
- Partner with private sector and/or funding agencies to seek support/funding
- Grow funding base and develop new revenue streams to fund projects and larger secretariat

**Threats**
- Insufficient leadership/ownership by Commissioners
- Insufficient funding
- Unnecessary interference
- Lack of capacity and/or capability of Secretariat
- Continuity: turnover of Commissioners
- General apathy
- Differences in legislation, culture, policing style etc. used as reasons to block or slow progress
- Lack of Regional political buy in to the ACCP

Figure 7: ACCP SWOT Analysis
Current Situation

Benchmarking

Based on research, associations of Police Commissioners or Chiefs focus on providing support to the Police Services which they serve, with varying levels of emphasis on advancing and promoting the law enforcement profession, providing advocacy, training, opportunities for collaboration and networking along with execution of initiatives to enhance strategies and approaches to fight crime. For this reason, we have benchmarked the ACCP against the following equivalent associations to understand where we may have gaps in our member services.

<table>
<thead>
<tr>
<th>Regional</th>
<th>National / State</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCP</td>
<td>ASEANAPOL</td>
<td>CACP</td>
</tr>
<tr>
<td>Networking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 conference</td>
<td>1 conference</td>
<td>4 conferences</td>
</tr>
<tr>
<td>1 intercessional meeting</td>
<td>2 meetings</td>
<td></td>
</tr>
<tr>
<td>Information &amp; knowledge sharing</td>
<td>Database e-library</td>
<td>24 committees</td>
</tr>
<tr>
<td>Advocacy</td>
<td>Unknown</td>
<td>Parliamentary briefs</td>
</tr>
<tr>
<td>Projects/initiatives</td>
<td>Joint operations</td>
<td>Training</td>
</tr>
<tr>
<td>Size</td>
<td>25 (3 FTEs in Secretariat)</td>
<td>10 (24 in secretariat)</td>
</tr>
<tr>
<td>Membership type</td>
<td>Police forces</td>
<td>Police forces</td>
</tr>
</tbody>
</table>

Table 1: Benchmarking comparison of Commissioner/Chiefs of Police Associations

Having understood the organisational challenges impacting the ACCP, it was critical for us to assess the trends and issues affecting Policing in the region. This combined knowledge will drive activities necessary for the ACCP to remain relevant to its membership, while supporting the proper alignment of initiatives and activities that are relevant and impactful.

Key Trends Affecting Policing in the Caribbean Region

Having reviewed the global and regional environment, below are the key trends impacting Police operations in the region:

- Rising community conflicts and violent crime due to gang and drug related crime.
- Increasing sophistication of crime as the internet provides borderless connectivity, anonymity, accessible target data and an effective publicity platform when desired.
- New forms of criminality, including human trafficking, illegal immigration, child sexual exploitation, modern day slavery, domestic abuse and hate crimes.
- Rising cyber attacks impacting both governmental and private companies in the region, with well documented attacks on the regions’ tax authorities, and financial institutions in particular.
- Increasing terror threats from extremist groups, who now seek to radicalise and recruit individuals from non-traditional regions like ours. This creates new challenges, especially where individuals are leaving and returning to the region from various theatres of war in the Middle East and other jurisdictions.
Section 3
Our Strategic Goals and Initiatives
Our Strategic Goals and Initiatives

Strategic Association and Policing Goals

Having understood the challenges and opportunities of the organisation, the membership of the ACCP identified 4 goals to focus on for the next 5 years, these are:

1. Reduction in Violent Crime;
2. Increased Border and Cybersecurity;
3. Enhanced Police Legitimacy; and
4. Business Improvement;

Reduction in Violent Crime

In our region, violent crime is particularly high and represents the single largest challenge facing its Police Services. The impact this has on our national image and psyche can be significant, especially given our reliance on tourism. It is therefore critical that the ACCP places focus on initiatives, which will enhance our Police Services’ capabilities to thwart violent crime. These initiatives should place emphasis on creating opportunities for training, information, and strategy sharing, along with the supply of relevant tools, information technology (IT) or equipment, which will support the fight against these crimes.

Improve Border and Cybersecurity

Globalisation has provided positive opportunities for the Caribbean including trade, tourism, and access to information via the internet; it has also brought many threats to regional security. These new cross border and cyber threats require new skills and greater collaboration amongst our region’s members. Therefore, the ACCP will seek to support its members with initiatives that concentrate on the development of strategies for cross border security, whether terrorism, illegal drugs, firearms trade, or cyber security, as well as training and information sharing tools that deepen regional collaboration to combat these issues.

Enhance Police Legitimacy

In an environment of growing mistrust of Police and their activities, it is now critical for regional Police Services to improve their image. This however, can only be achieved through better national and community engagement, Police training and improved methods for identifying and remediating behaviour not in keeping with our Policing standards. Therefore, it will be necessary for the ACCP to support its members in identifying initiatives which support training, development of Policing policy and procedures, and research on community engagement.

Business Improvement

Having articulated the current state of the Secretariat, it is clear that we must enhance the capacity and capability of the ACCP to better support its members and stakeholders. As such, the ACCP will embark on implementing initiatives which will enhance its visibility and influence regionally and internationally, facilitate increased collaboration between its members, and support the provision or implementation of tools, systems, training and projects that can positively impact the capabilities of its members and member Police Services. This we believe will ensure the organisation’s sustainability and relevance into the future.
Our Strategic Goals and Initiatives

Accomplishment of Our Goals

Having analysed our mission, current situation and determined our strategic goals, we then identified the focus areas (Financial, Advocacy, Membership and Operations) and enablers that are priorities over the next 5 years. These focus areas and associated enablers are interconnected, and encompass what the ACCP must do operationally in order to achieve our stated goals in alignment with our mission. The table below maps our goals, focus areas and enablers as discussed:

<table>
<thead>
<tr>
<th>Financial</th>
<th>Advocacy</th>
<th>Membership</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Achieve long-term financial viability that supports the ACCP’s Mandate</td>
<td>1. Forge strategic Policing / National Security partnerships and alliances</td>
<td>1. Understand member needs and widen scope of services offered as necessary</td>
<td>1. Develop and implement an Association organizational structure that brings additional resources to the ACCP in support of its operations and the delivery of member services</td>
</tr>
<tr>
<td></td>
<td>2. Develop &amp; execute income generating strategies</td>
<td>Increase membership participation and networking opportunities</td>
<td>2. Improve project/initiative governance &amp; effectiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3. Improve project/initiative governance &amp; effectiveness</td>
</tr>
<tr>
<td></td>
<td>3. Implement and train the Treasurer and Committee members on project and initiative financial management policies and procedures</td>
<td>Expand membership base</td>
<td>4. Improve project/initiative governance &amp; effectiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4. Create new capabilities for research, content development, knowledge management, and collaboration leveraging relevant tools and channels</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>4. Implement or negotiate access to resources and tools, technological or otherwise that enhance the ACCP’s capabilities to support member collaboration, data and information sharing and crime fighting</td>
</tr>
<tr>
<td>Enablers</td>
<td></td>
<td></td>
<td>Enablers</td>
</tr>
</tbody>
</table>

Table 2: Mapping of strategic goals, focus areas and enablers

Detailed overviews of the enablers and actions are detailed in the follow the pages.
## Our Strategic Goals and Initiatives

### Reduction in Violent Crime, Improved Border and Cybersecurity and Enhanced Police Legitimacy

Given the thematic nature of these goals, the following enablers which support their achievement by focus area are the same. Therefore, for simplicity, this section will outline the enablers across all goals.

<table>
<thead>
<tr>
<th>Focus Area:</th>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>Improve financial sustainability</td>
</tr>
<tr>
<td>Enabler #</td>
<td>Description</td>
</tr>
</tbody>
</table>
| 1 | Implement project and initiative financial management policies and procedures | 1. Prepare, document and ratify a financial management policy and procedure for conducting projects and initiatives. *(Quick Win)*  
2. Perform training of the ACCP Executive and Committee members in project and initiative financial management. *(Quick Win)* |

**Outcome:**
- Projects and initiatives that are well managed financially and keep within their allocated budgets.
- Continued long term financial viability.
- Continued cost containment of operational costs.

| Focus Area:          | Advocacy                                                                  |
|----------------------|                                                                          |
| Description:         | Enhance ACCP's visibility and influence with key stakeholders            |
| Enabler # | Description                                                                 | Actions                                                                                  |
| 1 | Leverage strategic relationships to identify resourcing opportunities for relevant initiatives across identified Policing themes | 1. Committees to work with the ACCP Secretariat and key partners to develop and fund projects and initiatives within the thematic goal areas which support regional Policing. |

**Outcome:**
- Implementation of more complex, higher cost projects and initiatives funded through partnerships.
- Deliver greater value to members and execute regional collaborative projects which impact Policing in the region.

| 2 | Produce reporting and briefs on ACCP projects and initiatives | 1. Preparation of project/initiative reports and briefs for the ACCP Executive, which support the advocacy efforts of the organisation. |

**Outcome:**
- Provision of information and data, which arms the ACCP Executive with messaging on the issues and activities being executed to impact regional Policing in the areas of reducing violent crime, improving border and cyber security and enhancing Police legitimacy.
- Enhancing awareness of regional Policing issues and efforts to reduce violent crime, improve border and cyber security and enhance Police legitimacy.
# Our Strategic Goals and Initiatives

## Reduction in Violent Crime, Improved Border and Cybersecurity and Enhanced Police Legitimacy Cont’d

<table>
<thead>
<tr>
<th>Focus Area:</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>Delivering value to the ACCP Membership</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enabler #</th>
<th>Description</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| 1 | Assess and document member needs and capability gaps based on the goals of the ACCP | 1. Execute activities to poll and document feedback from the membership of the ACCP to understand their needs in the areas of reducing violent crime, improving border and cyber security and enhancing Police legitimacy, which relate to bolstering Policing *(Quick Win)*:  
   a. strategy development;  
   b. creation of policy and procedures;  
   c. sourcing of equipment and training; and  
   d. the development of professional standards and operational guides. |

**Outcome:**  
- Improved understanding of member needs in the areas of reducing violent crime, improving border and cyber security and enhancing Police legitimacy.  
- Capturing of information, that facilitates the development of projects and initiatives which are relevant and in alignment with the goals of the ACCP and its membership.

| 2 | Identify, prioritise and execute projects or initiatives which focus on strategy; policy and procedures; sourcing of equipment and training; along with professional standards and operational guides | 1. Leverage needs assessments to identify and prioritize key projects and initiatives to be executed by the ACCP based on available resources.  
2. Develop and execute projects and initiatives, which focus on:  
   a. strategy development;  
   b. creation of policy and procedures;  
   c. sourcing of equipment and training; and  
   d. the development of professional standards and operational guides.  

**Outcome:**  
- Execution of projects and initiatives, which add value to the membership of the ACCP.
Our Strategic Goals and Initiatives

Reduction in Violent Crime, Improved Border and Cybersecurity and Enhanced Police Legitimacy Cont’d

<table>
<thead>
<tr>
<th>Focus Area:</th>
<th>Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description:</td>
<td>Improving internal capabilities and capacity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enabler #</th>
<th>Description</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implement or negotiate access to resources and tools, technological or otherwise, that enhance the ACCP’s capabilities to support member collaboration, data and information sharing, and crime fighting</td>
<td>Committees will work with the ACCP Secretariat and key partners to implement projects and initiatives which provide the ACCP and its membership with tools or access to tools for collaboration and crime fighting, along with data and information sharing</td>
</tr>
</tbody>
</table>

Outcome:
- ACCP members gain access to tools which enhance their ability to collaborate, share data and information in the fight against crime
Our Strategic Goals and Initiatives

Business Improvement

Focus Area: Financial
Description: Improve financial sustainability

<table>
<thead>
<tr>
<th>Enabler #</th>
<th>Description</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| 1         | Achieve long-term financial viability that supports the ACCP’s Mandate | 1. Work with members to improve on-time payment of membership fees.  
2. Engage members in arrears to identify strategies to clear outstanding amounts over time. (Quick Win)  
3. Develop and ratify project and initiative financial management policies and guidelines to be used by Committees. (Quick Win) |
|           | **Outcome:** | **• Collection of all outstanding aging member fees.**  
**• Reduction in non-payment of annual member fees.**  
**• Continued cost management and containment of operational costs.** |
| 2         | Develop and execute income generating strategies | 1. Develop strategies to identify new sources of grant funding to support strategic imperatives, especially from regional and international funding agencies.  
2. Identify new opportunities for income generation e.g., additional events or increased content or services for sale. |
|           | **Outcome:** | **• Increase revenue through the development of new sources of income.** |

Focus Area: Advocacy
Description: Enhanced the ACCP’s visibility and influence with key stakeholders

<table>
<thead>
<tr>
<th>Enabler #</th>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
</table>
| 1         | Forge strategic Policing/National Security partnerships and alliances | 1. Seek opportunities to further strengthen the formal relationships with national, regional or international Policing and Security agencies as a priority. (Quick Win)  
2. Develop formal Alliances or Memorandums of Understanding (MOUs) with key non-member stakeholders. |
|           | **Outcome:** | **• Increased and enhanced relationships with National Security agencies to further the agenda of the ACCP.**  
**• Increased alliances with entities who can support the agenda of the ACCP (e.g., UWI) in the development of Policing research on key topics.** |
## Our Strategic Goals and Initiatives

### Business Improvement Cont’d

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Description</th>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>Enhance the ACCP's visibility and influence with key stakeholders</td>
<td>1. Lobby for formal recognition by CARICOM (and other relevant regional political bodies) as the voice of Policing in the region.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Executive to seek opportunities to attend a broader range of Governmental or National Security conferences in the region and internationally to enhance ACCP’s visibility.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Review available social media channels to promote events and regional Policing messaging and news.</td>
</tr>
<tr>
<td></td>
<td><strong>Outcome:</strong></td>
<td>• Be seen as the premier Policing organisation in the region for Policing matters by regional Governmental agencies e.g., CARICOM.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Be offered a seat at the table or be asked to speak on behalf of the regional policing community at key Governmental conferences.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development of an organisational agenda for Advocacy that is reflective of its membership.</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Leverage strategic relationships to identify resourcing opportunities for relevant initiatives across identified Policing themes</td>
<td>1. Executive to engage existing partners, focused on identifying organisations, which are willing to provide resources (financial, human, technological or equipment) which could benefit the enhancement of the ACCP or support its mandate to assist its members in fighting crime. <em>(Quick Win)</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Executive to identify new partnerships or relationships, which could lead to the provision of additional resources which support the achievement of the proposed Policing goals of the ACCP.</td>
</tr>
<tr>
<td></td>
<td><strong>Outcome:</strong></td>
<td>• Improved access to additional resources, which facilitate the implementation of more initiatives or projects.</td>
</tr>
<tr>
<td></td>
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<td>• Deepened strategic relationships with key partners, which will ultimately enhance the image and positioning of the ACCP as the &quot;voice and authority&quot; on Policing in the region.</td>
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<td>• Deliver greater value to the membership of the ACCP.</td>
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## Our Strategic Goals and Initiatives

### Business Improvement Cont’d

<table>
<thead>
<tr>
<th>Focus Area:</th>
<th>Membership</th>
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<tbody>
<tr>
<td>Description:</td>
<td>Delivering value to the ACCP Membership</td>
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<tr>
<th>Enabler #</th>
<th>Description</th>
<th>Initiatives</th>
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</table>
| 1         | Understand member needs and widen scope of services offered as necessary | 1. Create feedback mechanisms and open forums to capture and track information on the ACCP’s performance with members:  
   a. Development of a satisfaction survey. *(Quick Win)*  
   b. Implementation of an online message board or collaboration tool to facilitate member interaction and engagement.  
  2. Utilise member feedback to identify and document opportunities to enhance the services provided by the Association. |

**Outcome:** 
- Enhanced understanding of member needs based on up-to-date member feedback.  
- Alignment of ACCP’s activities with the most pertinent member needs.  
- Increased value proposition of the ACCP through the delivery of relevant Association services.

| 2         | Increase member participation and networking opportunities | 1. Hold additional conferences, seminars or events based on addressing specific regional initiatives or issues.  
  2. Produce an annual Policing Expo, to enhance opportunities for Policing vendors to showcase their offering.  
  3. Implement ACCP subcommittees, resourced by members of the ACCP or their designates, who will drive specific initiatives. *(Quick Win)* |

**Outcome:** 
- Increased level of continuous collaboration by members on regional Policing matters, and projects/initiatives.  
- Re-energised ACCP which is facilitating meaningful dialog and interactions between members.

| 3         | Expand membership base | 1. Promote membership of Senior Ranking Police Officers through the creation of an adjusted pricing scheme or the creation of a new level of membership.  
  2. Conduct marketing activities to attract other National Security or Public Safety Associations (e.g., Regional Border Security/Customs Associations, Judicial Officers Associations etc.).  
  3. Assess interest of non-CARICOM Police Services in joining. The ACCP e.g., Dominican Republic, Cuba, Puerto Rico etc.  
   a. Execute amendment of the ACCP constitution to allow for non-CARICOM Commissioner of Police/state membership. |

**Outcome:** 
- Increased membership of Senior Ranking Officers and other complimentary National Security or Public Safety Agencies.  
- Updated value proposition to attract new potential membership.
## Our Strategic Goals and Initiatives

### Business Improvement Cont’d

<table>
<thead>
<tr>
<th>Focus Area:</th>
<th>Operations</th>
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<tr>
<td>Description:</td>
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</table>
| 1 | Develop and implement an Association organisational structure that brings additional resources to the ACCP in support of its operations and the delivery of member services | 1. Ratify the proposed Association Committee organisational structure based on the ACCP's goals. *(Quick Win)*  
2. Amend ACCP constitution to institutionalise Committee structure, outlining membership rules, governance and general terms of reference for activities. *(Quick Win)*  
3. Constitute and resource Committees as outlined in the Constitution and agree to activities and timelines for the coming year(s). *(Quick Win)* |

**Outcome:**
- Updated organisational structure which supports the delivery of additional projects or initiatives based on the ACCP’s goals.
- Increased human resource capacity of the ACCP without additional employee headcount.
- Implementation of a sustainable organisational structure that is flexible, scalable, supports business continuity and engenders membership collaboration.
- Increased number of projects or initiatives performed by the ACCP to the benefit of its membership.

| 2 | Improve project/initiative governance & effectiveness | 1. Develop ACCP projects and initiatives governance framework. *(Quick Win)*  
2. Produce a projects and initiative policy and procedures guide to be used by the ACCP Secretariat and Committees. *(Quick Win)*  
3. Train Secretariat, and Committee members in utilizing ACCP's governance framework. *(Quick Win)* |

**Outcome:**
- Implementation of project/initiative governance structures that support project/initiative development, planning, implementation, risk management and performance reporting.
- Projects are executed more efficiently with increased accountability while creating opportunities for exposure and capacity building of Senior Police Officers from member states.
# Our Strategic Goals and Initiatives

## Business Improvement Cont’d

<table>
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<th>Focus Area: Operations</th>
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| 3 | Create new capabilities for research, content development, knowledge management, and collaboration, leveraging relevant tools and channels | 1. Identify, develop or commission regional Policing content to be published or made accessible on the ACCP’s website.  
2. Grow relationships with academia and other relevant agencies to assist in the development and publishing of research papers on regional Policing matters.  
3. Update website to support:
  a. Public access to e-libraries for non-sensitive regional Policing data and information for research purposes or model Policing policy guides, training materials, research publications etc. for Police Officers and other key stakeholders;  
  b. Secure electronic access to more sensitive (but non-high security) regional Policing data and information by member Commissioners and states e.g., regional alerts for missing persons, wanted posts, criminal statistics as identified by the ACCP;  
  c. Job posting for civilian or contract recruitments for member Police Services;  
  d. Posting of Requests for Proposals (RFP)s for Police projects, regional or localized;  
  e. Calls for research papers;  
  f. Sale of online advertising space; and  
  g. On-line services for membership applications and payment (all levels of membership).  
4. Implement and provide access to cost effective communication tools such as teleconferencing and video conferencing to facilitate greater group collaboration between ACCP and its members. *(Quick Win)*  
5. Executive to review available social media channels to promote events and regional Policing messaging and news using platforms such as LinkedIn, Facebook, Twitter, and Instagram. |

**Outcome:**  
- Increased publishing and availability of data and information on regional Policing topics by the ACCP  
- The ACCP website becomes a key source of information on the organisation and regional Policing data and information  
- Increased member communication, information sharing and collaboration through technology driven tools, on and offline
Section 4

Next Steps
Next Steps and Strategic Opportunities

Plan Implementation

Having understood its current state and determined its goals and actions that must be completed, the ACCP must move quickly to implementation to maintain momentum. Therefore, the below key activities will agreed at the 2018 AGM and will represent the start of the journey to transforming the ACCP over the next five years.

Quick Wins

Key to the implementation of this strategic plan is the execution of quick wins which are those activities that can be implemented in the short term (three months to one year) and will have a high impact on the Association. We have outlined the initiatives below as quick wins to be implemented in the first year of the Strategic Plan.

**Reduction in Violent Crime, Improved Border and Cybersecurity and Enhanced Police Legitimacy**

**Financial Initiatives:**

1. Prepare, document and ratify a financial management policy and procedure for conducting projects and initiatives.

2. Perform training of the ACCP Executive and Committee members in project and initiative financial management.

**Membership Initiatives:**

3. Execute activities to poll and document feedback from the membership of the ACCP to understand their needs in the areas of reducing violent crime, improving border and cybersecurity and enhancing Police legitimacy, which relate to bolstering Policing:

   • strategy development;

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*Figure 7: High level Strategic Plan Roadmap*
Next Steps and Strategic Opportunities

• creation of policy and procedures;
• sourcing of equipment and training; and
• the development of professional standards and operational guides.

It should be noted that we have not indicated the specific initiatives that will be performed as each Committee will identify the most pressing needs from the membership and will then develop appropriate projects based on the stated priorities. Appointed standing Committee Vice-Chairman will be accountable for ensuring that this process is completed once the Committees are constituted. Further, the responsibility for managing Committees will be added to the function of the Executive Vice Presidents via relevant ratified amends to our constitution.

Business Improvement

Financial Initiatives:

1. Engage members in arrears to identify strategies to clear outstanding amounts over time.

2. Develop and ratify project and initiative financial management policies and guidelines to be used by Committees.

Advocacy Initiatives:

3. Seek opportunities to further strengthen the formal relationships with national, regional or international Policing and Security agencies as a priority.

4. Executive to engage existing partners focused on identifying organisations, which are willing to provide resources (financial, human, technological or equipment), which could benefit the ACCP or support its mandate to assist its members in fighting crime.

Membership Initiatives:

5. Create feedback mechanisms and open fora to capture and track information on ACCP’s performance with members - Development of a satisfaction survey.

6. Implement ACCP subcommittees, resourced by members of the ACCP or their designates, who will drive specific initiatives.

Operations Initiatives:

7. Ratify the proposed Association Committee organisational structure based on the ACCP’s goals.

8. Amend ACCP constitution to institutionalise Committee structure, outlining membership rules, governance and general terms of reference for activities.

9. Constitute and resource Committees as outlined in the Constitution and agree to activities and timelines for the coming year(s).

10. Develop ACCP projects and initiatives governance framework. Produce a projects and initiative policy and procedures guide to be used by the ACCP Secretariat and Committees.

11. Train Secretariat and Committee members in utilizing ACCP’s governance framework.

12. Implement and provide access to cost effective communication tools such as teleconferencing and video conferencing to facilitate greater group collaboration between ACCP and its members.
Next Steps and Strategic Opportunities

To support the identified quick wins, the following has been recommended and will be ratified at the 2018 Annual General Meeting:

1. Given the need to add flexibility and scalability to the ACCP’s organisational structure, it is agreed to add a Committee structure aligned to the ACCP’s goals. Therefore four Committees will be created, focused on managing initiatives related to Business Improvement; Reduction in Violent Crime; Improving Border and Cyber Security; and Enhancing Police Legitimacy as per the diagram below.

![Figure 8: Updated ACCP Organisation Structure](image)

2. To facilitate continuity of the structure, the ACCP will embed the updated organisational structure as a part of its constitution, similar to other Policing Associations. Further, it is recommended that each Vice President of the Executive Committee chairs a Committee, with the Business Improvement Committee chaired by either the Treasurer, whose role currently includes oversight of the Secretariat’s operations or the President if the past President is no longer a member of the ACCP.

   The membership of the Committee should be Senior Police Officers from member Police Services. It should be noted however, that Committee membership is strictly volunteer, with the ACCP covering any expenses related travel or other approved costs associated to their activities on the Committee(s).

3. A detailed Terms of Reference for Committees will be developed but broadly, each Committee will focus on developing and implementing initiatives, which support the ACCP in achieving its goals and member needs.

   **Strategic Opportunities**

   During the December 2017 Intersessional, a number of ACCP Partners have indicated their willingness to support the implementation of initiatives within this Strategic Plan at no or little additional cost as their commitment to the development of the organisation. These offers represent a strategic opportunity for the ACCP and it will move quickly to finalise these arrangements to the benefit of the Association and its membership. An overview of the services or solutions that they are willing to offer the ACCP are as follows:
Next Steps and Strategic Opportunities

a. OmniSystems proposes to offer ACCP Members access to a closed loop secure VOIP telecommunications network system and supporting handsets. The offer includes one free handset per member Police Service, installation and commissioning, along with five years of maintenance at no cost.

b. Regional Security System (RSS) as a part of its strategy to deepen its relationship with the ACCP is willing to offer the ACCP access to Policing Studies; training based on upcoming training prospectus including UK Dependent Territories; access to their Asset Recovery Unit to support building capacity within regional law enforcement agencies along with access to the RSS’s Digital Forensics Lab which performs, online investigations, digital and mobile forensics.

c. EY proposed to continue its relationship with the ACCP providing consulting services to assist in the set-up and management of Committees, along with the development of their Governance Framework and processes. This offer would be provided over the course of a year and reviewed accordingly.

d. CARICOM IMPACS has indicated its interest in working more closely with the ACCP. Ahead of detailed discussions, it may be able to provide access to CARICOM Regional Security meetings and provide ACCP members with access to its existing IT based Policing systems and tools. Further discussions will be necessary to determine the scope of what it could offer.

e. It was also noted that two ACCP Corporate Partners in the ICT sector have indicated interest in supporting the organisation and will need to be engaged as a part of the identified quick wins to identify their level support.
Section 05
Conclusion
Conclusion

Having recognised the need to re-energize the ACCP, changing the way we serve our members, we believe that this Strategic Plan and the goals and initiatives articulated within it will guide the organisation over the next five years in our mission “to be the principal organisation for promoting and facilitating:

1. **Collaboration and co-operation in the development and implementation of policing strategies, systems and procedures**;

2. **The professional and technical skills development of police officers; and**

3. **Proactive measures to prevent crime and improve police community relations**

To achieve success, over the next five years, it will be critical that we promote and engender:

1. **Focus** – Given the small size of the Secretariat and limited resources, laser focus will be necessary in executing and completing the actions as prioritized within this plan as our quick win initiatives build the foundation for later activities as the organisation matures.

2. **Teamwork and Commitment** – To be successful, our full membership must come together, each bringing as many resources as is possible to support the achievement of this plan. Only through shared commitment, dialogue and effort will we move the ACCP in the direction that we envision for the organisation.

3. **Partnerships** - As we strive to implement our initiatives, it will be key to strengthen our partnerships and alliances to bring more resources to the table to be successful. From our many discussions, a number of organisations have voiced their continued willingness to support our development. We must tap into this enthusiasm to bring funding, expertise and equipment which can enhance Policing in the region.

4. **Creativity and Innovation** – With an ever changing environment (economic, political, technological and social), we must develop a culture of innovation to guide how we address the challenges that we will face during this journey, requiring new ways to provide value to our members and stakeholders, positively impacting Policing in the region.
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