

**APPENDIX A: GUYANA POLICE FORCE STRATEGIC PLAN 2011-2015**

**SERVICE AND PROTECTION**



# **Guyana Police Force**

## **Strategic Plan**

**2011-2015**



## **GUYANA POLICE FORCE STRATEGIC PLAN 2011-2015**

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## MINISTER’S AND COMMISSIONER’S FOREWORD

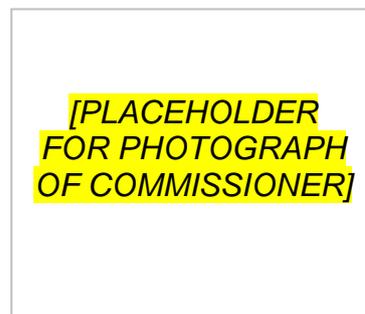
The new Strategic Plan for the Guyana Police Force heralds a new chapter in Policing approaches in Guyana, whereby the GPF will continue to provide all the current policing services that are delivered daily but will give added emphasis to those crimes and activities that adversely affect the lives of citizens and communities in Guyana. As such the GPF, in consultation with the Ministry of Home Affairs (MoHA), communities and established partners has identified those areas of work that need additional commitment by all the members of the GPF. All modern Police Forces throughout the world need the support of their citizens to assist in making communities safe and secure by taking actions themselves to reduce the opportunities for crime and disorder, to provide information about crimes and possible suspects and build effective partnerships with their local police. The GPF must understand that this support and trust will not be achieved unless they demonstrate a willingness to provide professional, accountable and coordinated services and allow themselves to be tested and measured to show they are being successful.

The new approaches to policing will need to recognise international best practices which will include greater use of information technology, training in new skills and building stronger partnership with all communities and sectors of Guyana. In addition there will be greater accountability required of the GPF to not only initiate new approaches to policing the diversity that is Guyana but critically sustaining the improvements and successes being achieved. Policing is about the future, making Guyana a safer place for all, respecting the diversity of groups and being able to identify and anticipate emerging crimes and issues for policing. The MoHA and GPF will seek active involvement in regional initiatives relating to organised crime and those that enable new ideas and approaches to be explored for implementation in Guyana. The message has to be that policing in Guyana is very much about policing for the future and playing a part in stimulating economic and social growth of the country through professional policing standards, values and results.

The journey of modernising the GPF has begun and much has been achieved, although inevitably disclosing how much more has to be addressed and resolved. It will require the active involvement of every member of the GPF if it is to succeed together with the support of all citizens in Guyana. All will then be able to justifiably judge the Strategic Plan in five years and assess what has been achieved and how to build on those successes.



Minister of Home Affairs



Commissioner of Police

## **MISSION STATEMENT**

The Mission of the Guyana Police Force and its Auxiliaries is to serve all citizens and communities of Guyana in a professional, pro-active and accountable manner.

To achieve this we will work in partnership with communities, public agencies and private bodies to enhance and support an environment where all people are preventing crime and building a safer and secure Guyana.

## **AIMS**

Our Services will be aimed at:

- Respecting and recognising human rights;
- Working with all communities to develop policing services necessary and appropriate to those communities;
- Building partnerships with all sectors of Guyana Society, including Commercial and Voluntary Groups;
- Working to develop Community Policing Programmes in conjunction with Community Policing Groups;
- Improving working relationships with other agencies within the Justice Sector and other Government Departments to improve inter-agency achievements;
- Establishing enhanced working relationships with regional law enforcement agencies; and
- Building a Police Force that through the correct training, access to the right equipment and technologies and adherence to standards will better serve the people of Guyana.

## **MOTTO**

The motto of the Guyana Police Service is “Service and Protection”.

## **SECTION 1 – INTRODUCTION**

The introduction of the Guyana Police Force (GPF) five year Strategic Plan marks a significant step forward in moving the organisation towards establishing itself as a modern police force.

The business of policing has become ever more complex and challenging over recent decades and the indications are that these patterns of increased demands for services and expectations as to what will be delivered will continue to grow. It is widely accepted that international terrorism will continue to confront all nations and that organised crime operations relating to narcotics, illegal firearms, trafficking of people, cyber crime and money laundering will become ever more sophisticated. The people of Guyana will expect even better responses from the GPF to crime that affects them, their families and businesses in terms of the professionalism shown in dealing with victims and witnesses, the transparency of investigations conducted and presenting properly prepared cases before the courts. Also, there is a growing demand that policing should be more pro-active both in preventing and deterring crimes and through opportunities for partnerships with businesses and the wider community. Policing is not done to the community but with the community.

### **Guyana Police Force – Five Year Strategic Plan**

The GPF's five year Strategic Plan recognises all the components, considerations and critical success factors that are necessary to enable the Plan to be implemented and accumulate momentum over the next five years. Preparing the Strategic Plan has not been possible without the willing commitment of the GPF to accept the need for change and to openly work with many partners in pooling information, examining current practices and bravely explore new approaches to policing.

Working with a team of consultants from the UK, the GPF has identified the vision it has for modern policing, the constraints that will have to be addressed, the areas of priority that the Plan will focus on and give emphasis to and the support that will be required from both within the GPF and from external agencies and communities.

The GPF Plan will be driven by five main areas of work which will produce a modern police force that is accountable, provides professional services and secures the trust and confidence of all communities.

The five areas of work that will be crucial to developing the plan are briefly:

- (i) Operational Priorities – naturally any police force will be assessed on how and what it does and the GPF has identified those particular crimes and other key areas of police work that cause the greatest distress, disruption or damage to Guyana;
- (ii) People – the officers and auxiliaries of the GPF will require relevant training to equip them with the skills and competencies necessary to deliver professional services, reviewing terms and conditions, how to increase and importantly retain the right staff and how to accurately measure performances;

- (iii) Partnerships – are critical to any modern police force which simply cannot police without consent and the support of others. Already many good examples exist but they will need to be structured and expanded. Much of the GPF work involves direct relationships with other agencies and formal bodies such as Ministries;
- (iv) Performance – is vital in being able to demonstrate that accountable and professional services are being delivered. As such the skills to measure performance, to inspect activities, to evaluate outcomes and monitor at intervals are all part of being a modern police force; and
- (v) Infrastructure – clearly no modern police force can operate without the right equipment, technology and support services that are relevant to the environment and circumstances of the country.

### **Summary**

The GPF Strategic Plan is just that, a carefully crafted document which prescribes what are the aims of the GPF, how they will be achieved and how that success will be measured. Implementing it will require drive from the senior ranks, understanding by junior ranks of their role and responsibilities and constant monitoring. It will need to be shared with communities so that they are aware of the part they can play in supporting the Plan through partnership and engagement with the GPF.

Without the Plan there will not be the structure, the vision or methods for achieving success over the next five years. The baton is now passed to all members of the GPF to take forward and be part of a modern and professional Guyana Police Force.



## **SECTION 2 – ACHIEVEMENTS**

The GPF is very proud of its achievements in recent years. There were a number of strategic aims that we set ourselves within the overall framework of modernisation and in support of our last Strategic Plan 2006–2011.

### **Buildings**

We started and are continuing with an extensive building modernisation programme which has seen the remodelling programme for 18 police stations. This programme is enabling us to provide better services to the community and it provides the initial accommodation for the expansion of the use of information technology.

### **Crime Information**

We will continue with the implementation of the crime information system (ICIS) and we expect the full benefits of this new system to be realised during 2011 and beyond.

### **Training**

We have completed a comprehensive force-wide training programme that was delivered with the assistance of trained experts from the US. The programme covered a wide range of courses including computerisation, management, domestic violence, human rights and anti-crime. In addition, training has been proved to tackle public disorder, the detection of drugs firearms and ammunition.

### **Community Policing**

We have seen significant progress in developing our approach to community policing. The range of activities includes:

- With the support of the MoHA increasing the number of Community Policing Groups (CPGs) which undertake more patrols and are focusing on the needs of the wider community;
- Developing Youth Groups that improve youth engagement;
- Developing Outreach programmes such as “Face the Community”;
- Establishing Neighbourhood Policing (NHP) and integrating its officers within the structure of the GPF and CPGs;
- Improved police public relations have been brought about through engagement with CPGs, Station Management Committees, NHP and Outreach programmes; and
- Recruiting hundreds of members to Scout Groups which in addition to improving relationships with the youth are now providing a reservoir of potential recruits for the GPF.

### **International Events**

We have also demonstrated that we have the skill and experience to provide security and safety for major international events such as:

- CARICOM Heads of Government Summit - July 2009
- 2. 4th Summit of Union of South American Nations (UNASUR) - November 2011.
- Cricket World Cup 2007; and
- Carifesta 2008.

## Technology

The GPF continue to expand the use of technology including the deployment of CCTV. We will also continue to consider the future implementation of international practices relating to cyber crime, intelligence gathering and management of traffic through Automatic Number Plate Recognition (ANPR) systems.

## Organised Crime

The combating of organised crime and the apprehension of offenders has been a key priority for the GPF. There have been many successes including:

- Narcotics – arrested key individuals responsible for organised crime involving drugs. We have also increased the exchange of information and intelligence within the Region between drug enforcement agencies;
- Improved ability to respond to requests from international law enforcement agencies for assistance; and
- Disbanding criminal gangs involved in serious robberies.



## **Divisions**

Within the seven police Divisions a wide range of achievements have been reported and some of the highlights are shown below:

- Station Management Committee's are leading change locally;
- Divisional Anti-Crime Units have been established;
- The purchase and wider use of radar guns have seen a reduction in speeding vehicles with a positive outcome of a reduced number of speed related accidents;
- Divisional Intelligence Units have been established to improve intelligence flows from both within the GPF and from communities;
- Crime hot spots have been identified and targeted;
- Education programmes to bring about improvements in the use of the 911 system;
- An East Bank Traffic Corridor using criss-cross patrols to bring about a reduction in traffic accidents is functional;
- Introduction of and increased use of the breathalyser has had an impact on accident reduction; and
- Improving the response time to scenes of crime and increasing the effectiveness of first responders.

## SECTION 3 – VISION

Our vision for the Force is summarised as:

- Recruitment of suitably qualified persons for the Force recognising our people are our most important asset;
- Development of our staff with the right skills to undertake their role effectively in the context of modern policing;
- A more professional and accountable Police Force driven by increased public expectations;
- Increased and appropriate use of Information Technology across the GPF to improve our service delivery;
- Generation and use of accurate data to support intelligence led policing;
- Use of measurement, monitoring and planning techniques to deliver effective and efficient police services; and
- Provision of suitable premises that support modern police practices.

### Commentary

The Guyana Police Force (GPF) is seeking to grasp the opportunity to accelerate development of a modern police service that is capable of meeting present and emerging challenges.

While there will be many difficulties facing our country and the GPF, we have continued to invest in change and we recognise the need to continually evolve the Force, committing to undertake further necessary reforms.

It is important to acknowledge that our Mission can only be achieved by working in partnership with all communities, with other agencies and within the Constitution of Guyana.

Modernisation must be primarily driven by our Commissioner and all the members of our Force, for they are the GPF and they are the people who serve the people of Guyana. We should also welcome the opportunity that is offered to all of Guyana to play a part in assisting in the development of a professional police service for the nation.

### People and the Need for Ongoing Evolution of the Force

The most important asset of any organisation is its people. This is no different with our Force. We will value and respect all our members and will seek to ensure they are properly trained, resourced and equipped to provide new approaches to policing.

In return the GPF will expect all its members to act in a manner in keeping with a modern police force where the appearance, conduct and attitude is beyond reproach and is focussed on providing services to all communities in Guyana.

Clearly, it will be important that suitably qualified persons are recruited into the GPF. We will place more emphasis on adopting recruitment processes that will attract suitable candidates. A requisite will be that our candidates must display the ethos of wanting to serve their fellow citizens in an accountable and transparent way. Recruits will have already demonstrated through their education or work an ability to recognise and contribute to community initiatives that breed security and safety.

We will increasingly require officers with skills to work in partnerships, and are aware of, and can use new technology to help them deliver improved services.

Having attracted men and women with a desire to serve all communities it will be vital for the GPF to continue to provide the right training for all staff. Our approach to help us meet our vision must be to extend beyond introductory training and encourage members to undertake continuing professional development supported by developmental training programmes linked to their roles and responsibilities.

This will not be geared solely to acquiring knowledge, but focus on introducing skills that will allow us to better interact with people and vulnerable communities. Our training must also include building competence in use of new supporting technologies that we will be introducing across the GPF in coming years.

Policing is constantly evolving driven by new legislation, changes in social attitudes influenced by local and world issues, and more than ever, by availability and accessibility to new technologies.

We must endeavour to ensure that our members are part of a forward thinking organisation and we update our staff so that we can respond to change and new challenges effectively for the people of Guyana. Our staff must understand how modern policing is developing, how this is relevant and applicable to our everyday duties and how training is accessible and available.

Consequently it will remain necessary to continue to regularly conduct Training Needs Analysis to identify what training is needed. It will be necessary to train our trainers as part of our professional development programme, so they can impart knowledge and skills needed to deliver modern policing on the streets of Guyana.

### **Police Premises**

From consultations with our members and knowledge of international best practice we understand the clear benefits that arise from provision of the right working and operational environments. Our premises including Police Stations and training establishments should symbolise and support our vision to provide modern policing.

It will not be possible for any country to immediately transform its current police estate or embark on a major building programme. There will need to be a structured

building programme that continues the work started by MoHA. It will involve police representatives and community groups, and should be assisted by specialists in Police Station design to ensure that it will be fit for our modernised Force.

Our vision for improved premises includes giving greater regard to victims of sexual and other distressing crimes through provision of accommodation with privacy. Our existing or new buildings will require rooms suited to the use of new technology. Provision of areas to ensure our officers can complete reports and prepare for their duties will increase our efficiency and encourage greater pride amongst our members.

Our vision is to build respect amongst the people of Guyana allowing our Police Stations to be accessible to our community and not fortresses. They must be symbolic of being a place of serving local communities and providing law and order. We recognise however that physical security must be applied to parts of our estate and that we will need to remain responsive to threat levels.

## **Technology**

A modern police force needs to embrace the use of technology to improve its service delivery and overall performance. Our Force has commenced with the introduction of information technologies and it is inevitable that its use will become widespread throughout the Force in time. Our vision is for every police station to have access to computer systems, and other equipment to support the administration and operations of the Force. We would also expect for CCTV to be installed at police stations and at other strategic locations for crime fighting.

Accurate and accessible records of incidents and crimes and processes to monitor progress against our aims including staff performance will enable us to demonstrate that the GPF is achieving its agreed aims. We will exploit the introduction of ICIS and draw upon analysis provided by the Crime and Social Observatory.

Use of new technology in every sense will demand new training regimes as it is introduced and further training to support and maintain new equipment.

We will set standards and protocols, to ensure that information collected in the course of our service provision is secure, does not infringe peoples' rights, and data is used for the purposes for which it is intended. To achieve this, new roles will have to be introduced such as data managers and IT technicians. During the lead up to introduction of these new approaches working groups to assist in devising new systems that match the particular needs of our modernised police force will be required.

It is clear from the messages given by communities, private and public sector bodies and GPF members themselves that a modern police force must approach policing in a pragmatic and realistic way. We recognise concerns exist over the delay in police response to incidents. We acknowledge improvements need to be made to preservation of crime scenes, and communication with parties involved in the incident has lacked professionalism and needs improvement.

While poor radio coverage across the country, shortage of vehicles and excessive demands on police resources are mitigating explanations, we still must respond effectively. Improvement in the selection of vehicles to suit the purpose for which they are required, including equipping vehicles with crime scene investigation and support materials to preserve crime scenes, enabling our staff to be proactive at scenes will benefit our service delivery.

Consideration to the appointment of a Fleet Manager and improvements to driver training will support our vision for a better overall on-street response.

To facilitate progress, new roles created in response to our modernisation programme might be best suited to people who already have relevant skills and consideration will be given to the pace of civilianisation within the GPF. Already we have a 'hybrid' form of civilianisation where in a number of cases, former police officers have been asked to return to the Force and contribute their knowledge and skills in key areas. Examples of this practice already exist in Public Relations and Training.

Our members are willing to embrace the concept of recruiting police staff and not officers to undertake key specialist roles considered essential to support modern policing. Such roles would include Forensics, Fleet Management, Scenes of Crime Technicians, IT Technicians and others.

In tandem with this approach work is needed to address pay grades, lines of reporting and adherence to the GPF Discipline Code.

### **Expectations on Policing Approaches**

Our police force is judged and valued on its approaches to preventing and our response to crime. Our modernisation process will include exploration, evaluation and adoption of new approaches that are suited to our culture and environment. This will extend to crime prevention techniques allowing more resources to be focussed on resolution of crime.

Our community has views on what is important to them and we need to decide what operational policing activities are going to be prioritised.

Evidence is that the commission of violent crimes is a priority, as is managing traffic, dealing with illegal drugs, firearms and human trafficking. However, other crimes have been ranked highly as areas deserving prioritised police attention. These include domestic violence, computer and cyber crimes, youth gangs and piracy.

In our day to day policing we will need to carefully devise how we can achieve success in dealing with prioritised crimes. The use of a results orientated planning model will support our approach, help measure our success or failures and allow us to make informed decisions about adapting our approach so we can make improvements.

Our failure to modernise and embrace new approaches to force administration and operations will result in reduced public support and public confidence with the risk of

inspiring criminal organisations. A consequence will be damage to motivation within the GPF.

So while the key areas of operational policing can be nominated for prioritisation within our Strategic Plan, it will be the effective planning and introduction of new approaches, ongoing monitoring and modifying our approach to our priorities that will be the key to growing our success.

A key area of our focus will be to improve the gathering and flow of information within and across the force, increase our understanding of crime, nature of crime and introduce intelligence led policing. This will extend to improving our planning and execution of our operational response.

## **SECTION 4 – THE CONTEXT OF THE 2011-2015 STRATEGIC PLAN**

The Guyana Police Force (GPF) is seeking to progress an institutional modernisation programme that will allow it to evolve as a professional and accountable police force serving all members, communities and the State of Guyana. It must be acknowledged that much has been achieved to date by the GPF in terms of recognising the need to embark on a major modernisation programme and establishing mechanisms such as 'Change Teams' and individual 'Counterpart Teams' to supervise and manage processes including working with external consultants. Working with consultants demonstrates the acceptance of the benefits of partnerships, recognising external influences and being open to exploring good practices embodied in modern police forces.

The GPF are acutely aware therefore of the need for modernisation but understand the internal and external influences that contribute to the successful achievements but which equally may slow the process of change into a modern police force. The GPF has exposure through internal and external training courses, access to the world media and IT communication systems and representation in professional bodies such as the Association of Caribbean Commissioners of Police (ACCP) to know what are some of the current approaches to establishing a modern police force and also importantly what is required to sustain and develop a police force to meet emerging trends both nationally and internationally.

The GPF has placed significant importance on introducing a Strategic Plan to shape and guide the structure of a modern police force. It wants to support the vision and prioritisation contained within the Plan with a means of measuring results to demonstrate success and review direction. Accordingly a Results Orientated Planning Model (ROPM) is being developed to measure progress against the implementation of the Strategic Plan. This needs to be coupled with fast, accurate and easily retrievable data from an Electronic Document Management System (eDMS). While these core areas of work will be developed and introduced by the GPF, with assistance from the Ministry of Home Affairs (MoHA), they remain a series of key factors that will need to be addressed and considered.

It must be acknowledged that a modernisation process is taking place within an existing police force that has achieved much and possesses many dedicated personnel. There is not the luxury of starting a new police force. Also this is not a process whereby policing in Guyana stops to allow the modern police force to be set up, but a process that has to compete and complement with the ongoing business of the GPF serving the citizens of Guyana. It is important to recognise and understand these factors that set the context of how the GPF is operating and the challenges to the modernisation process.

The following is a list of some of the contextual factors affecting the GPF.

### **Personnel**

The GPF has been short of its agreed establishment figure of 3,570 by some 700-800 officers for the last 10 years. This is around 20% below the agreed establishment needed to effectively provide the range of policing services sought by

the citizens of Guyana and international communities. Lack of staff impacts heavily on training, effective deployment and leads to the over extension of staff. It means many officers perceive that they have disproportional work-loads, are unable to take leave and are vulnerable to make mistakes because they are covering a number of roles. For the GPF as an organisation it means that relevant skill levels and aptitude for development are not always present and that having the right people doing the right thing at the right time becomes difficult to manage.

### **Infrastructure (including buildings, IT and tools for the job of policing)**

It can be difficult for any organisation undertaking a modernisation programme to excite its staff, motivate them for changes, encourage them to adopt new approaches and set demanding targets, knowing that the workplace environment, the actual tools to do the work effectively are simply not present.

Investment has been made in remodelling 18 police stations and there are plans over the next three years to undertake major enhancements and redevelopments to many more. However, for the GPF too many of its buildings simply contradict the image of a modern police force and this will remain the case unless the level of investment is increased.

They are totally unsuited to house the state of the art technology now needed to support effective and efficient policing approaches. They lack the proper facilities to ensure adherence to human rights, to enable victims of serious crimes such as rape and domestic violence, to be interviewed in an area of privacy and areas that provide scope for professional police officers to complete their work. It is a major issue recognised by the Commissioner and his senior team and they have been lobbying government but without a significant investment programme to provide a modern work environment it may slow the process of modernisation.

### **Scale of Reform Programmes being Progressed**

While welcoming the many reform and modernisation programmes taking place not just within the GPF but across the Justice Sector and many Government Ministries, it does place and create capacity issues. As mentioned above, day to day policing continues to be provided in Guyana. At the same time key personnel are being asked to undertake a number of other roles which may include attending meetings, reviewing documents and specifications, facilitating consultants, researching queries raised and invited to make critical decisions about the future development of the GPF. Many examples exist. For instance, the GPF IT Department has few officers but is bombarded by diverse requests from GPF members and the many external people working on the many IT/Communications projects linked to the GPF. There is a serious question as to the level of capacity in the GPF to absorb effectively and then importantly nurture and develop the many projects being progressed.

### **Inter-Agency Working and Partnerships**

The GPF has a strong record of working with other agencies both with the Guyanese Justice System and a broader array of public agencies. Some of the reforms and modernisation projects being adopted by the GPF have implications for those

working arrangements and relationships. For example, a modern police force is likely to have as a key priority managing traffic to prevent fatal accidents and injuries costing health and social services. The overall economy is affected if traffic does not move goods in a timely manner, destinations are not reached due to accidents and skilled people do not get to their place of work.

If corresponding modernisation processes and practices are not taking place in other organisations then performance levels intended within the GPF modernisation project may not be achieved or at the very least will be delayed.

In terms of partnerships, the GPF has a long established record of working with communities. Station Management Committees (SMCs) are a good example of pragmatic and productive partnership. Modernising the GPF may alter those partnerships either because they become less dependent on them or because what must be achieved by a modern GPF does not permit those local arrangements. It is possible that local SMCs may regard that they will have less influence in the new structure and may create tensions as they seek to preserve long standing traditions.

### **Regional and International Dimensions**

Guyana, as a member of CARICOM and a number of regional institutions, has obligations and duties in respect of security cooperation and commitment. It is not exclusively what the GPF do in relation to Guyana, but their contribution to regional safety and security. Events such as Cricket World Cup 2007 and hosting the ACCP Conference in 2009 bear testament to ensuring that capacity is provided for in the modernisation process. Current CARICOM initiatives directed at the illegal movement of Small Arms and Light Weapons (SALW) and increased efforts to tackle the illegal narcotics trade, place responsibilities on the GPF to respond to those demands.

The ACCP continue to develop regional policing programmes on areas such as developing middle managers, information sharing and youth violence which again must be accommodated and illustrate that the GPF does not act in isolation. Indeed the context that the GPF operates within is that of a member of the international policing and security community and it must be able to respond to international requests, contribute to international research (e.g. movement of narcotics within South America to Europe or US) and provide resources to combat international acts of terrorism. Scanning regional and international media outlets confirm the rise of the criminal and terrorist who moves between countries and who will only be stopped by combined efforts. The GPF must be able to play its part in preventing and dealing with acts that may originate or take place outside Guyana.

It would be impossible to ignore the part played by the public in scrutinising police actions or the claimed lack of them. As elsewhere and confronted by other police modernisation projects it is no longer the case that policing is the unique preserve of the police. Accountability, value for money, professionalism, partnerships, working with all communities and protecting the vulnerable are consistently some of the statements of expectation and demand now sought by a better informed and articulate public. They expect to have an influence in policing and are more demanding of the services they expect delivered. It may not be possible for a

modern police force to deliver the range of services required and an alternative may have to be negotiated; there will need to be opportunities for such dialogue with all communities. Modern policing also places a demand on all communities to work with and support their police so knowledge of crimes, information and assistance is available to achieve success. Citizens are reluctant in many cases to assist police fearing retaliation from those accused, or entering a judicial system that will rob them of many days attending court and loss of income or dealing with a police force that appears unprofessional. No modern police force can succeed without the cooperation of the public and winning public confidence as these become a key part of any such modernisation approach.

### **Emerging Issues**

The GPF cannot simply start doing things differently to become a modern police force. They must recognise that policing has and is constantly evolving. The increasing support of forensic science in investigations, the skills required in interviewing professional criminals or dedicated terrorist, the patience in planning operations, the need for internal mechanisms to monitor and evaluate performance and the willingness to develop staff in necessary skills are just a few of the changes taking place alongside modernisation programmes. In addition, new legislation is being regularly introduced to deal with new crimes such as cyber crime, credit card fraud and people trafficking. Policing has become a business that must take account of new markets, must constantly upgrade the tools necessary to do the job and must be able to demonstrate that they as an organisation are achieving desired and set results.

### **Summary**

While the GPF has embarked on the modernisation programme and has taken significant steps forward there are many factors affecting the momentum and scale of achievement that will be possible. Modernisation cannot take place without acknowledging the context of the environment and circumstances that are integral to the GPF. It is accepted that steps are actively being taken in conjunction with the MoHA to address many of those contextual factors with remodelling of police stations as an example. However, account must be taken of the context in which the GPF modernisation project is intended to take place and how that might be best managed to permit sustainability and development of a professional and accountable GPF operating with and supported by public confidence.

## **SECTION 5 – GPF’S KEY STRATEGIC PRIORITIES**

Our Key Strategic Priorities for the next five years are set out below and are designed to support the delivery of our Mission and Aims.

The key strategic priorities will be reviewed on an annual basis to ensure that they are fit for purpose and support the future modernisation and development of the GPF.

We have produced an Implementation Plan to show how and when the below activities will be undertaken (see Section 8 Delivery Plan).

Our key strategic priorities to advance modernisation over the next five years build around five core areas of development namely, Operational Priorities, Developing our People, Developing Partnerships, Performance and Infrastructure. The main areas of activity in support of the core area of development are also shown below. More detailed information about the activities may be found in the Delivery Plan.

### **Operational Priorities**

- Drugs
- Firearms
- Domestic Violence
- Traffic
- Cyber Crime / International Crime
- Youth Crime
- Piracy
- People Trafficking
- Office of Professional Responsibilities
- Transparency

### **Developing our People**

- Training
- Terms and Conditions
- Recruitment and Retention
- Specialisation
- Professional Responsibility

### **Developing Partnerships**

- Community Policing Groups
- Neighbourhood Policing
- Rural Constables
- Inter-agency working
- Police Complaints Authority
- Regional Organisations
- International Bodies
- Media/Public Relations

- Youth Groups
- Scout Groups

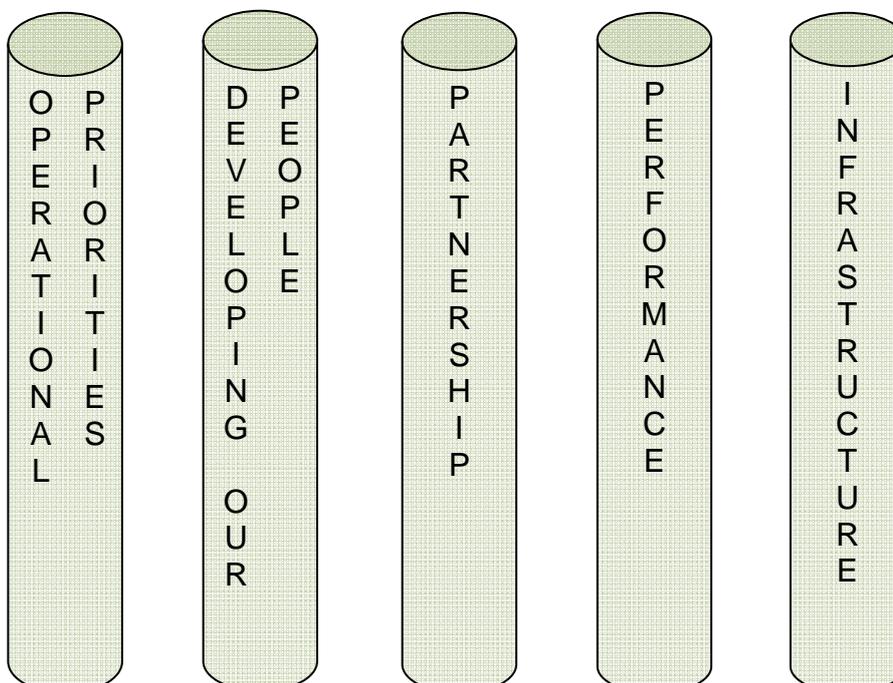
### Performance

- Establishing HQ Strategic Planning and Performance Monitoring Department
- Establishing Divisional Based Management Information Units
- Establishing arrangements for senior management oversight of planning and performance
- Establish HQ Projects Office
- Establishing arrangements for internal audit and inspection
- Initiate a review of core administrative and financial practices in HQ Departments and Divisions
- Risk Management
- Resource Management
- Performance Culture

### Infrastructure

- Buildings
- Equipment
- Technology
- Communications
- Vehicles
- Introduction of eDMS
- Introduction of the ROPM
- Future Technologies

# MODERNISATION



## **SECTION 6 – MEDIUM TERM FINANCIAL PLAN (MTFP)**

The successful implementation of this Strategic Plan is dependent on sufficient resources being made available so the GPF is able to undertake the full range of activities that are set out in the Delivery Plan (see Section 8). This MTFP takes in to account the budget allocation for the GPF for 2011 and the forecasts that have been made by the Force for years 2012 to 2014 along with a financial contribution from the Citizen Security Programme (CSP) for IT hardware and software.

Additional funding is needed to support the implementation of this Strategic Plan (which includes further supporting the implementation of the Results Orientated Planning Model (ROPM) and the Electronic Document Management System (eDMS)). The year in which further money will be needed is dependent on the pace of modernisation and the outcome of completion of activities shown in the Delivery Plan for 2011.

A high level outline of the additional budget requirement for 2011 has been submitted to the Ministry of Finance (MoF). Both the MoF and the MoHA have stated that sufficient funds will be set aside for implementation of the Strategic Plan during 2011 and we are grateful for the time and consideration given to addressing this matter. As implementation of the Strategic Plan continues throughout 2011 more detailed cost information will be presented to the MoHA. Any implementation activities that require additional finance will then be the subject of a supplementary budget bid from the GPF for 2012.

Some of the implementation activities due for completion during 2011 are in the form of review the outcomes of which will determine what further work is needed to be done as part of the modernisation programme from 2012 onwards. Each of the reviews will be required to set out a future budget assessment. Each budget assessment will be reviewed by the GPF before inclusion in to their future annual revenue and capital bids.

The revenue and capital allocations to the GPF for 2011 are set out below:

**[Insert revenue and capital allocations here or if nothing agreed before submission of the Final Report insert bid information.]**

In addition, the CSP has set aside a budget for part implementation of the Strategic Plan during 2011.

The forecast revenue and capital bids for the GPF for 2012 onwards are set out below. Please note that, as set out above, they do not as yet include any implementation costs for the Strategic Plan for 2012 onwards.

**[Insert revenue and capital bids for 2012 onwards here.]**

## SECTION 7 – KEY RISKS

The following details the significant strategic risks to the successful delivery of the Strategic Plan.

The GPF will develop a Strategic Risk Management Plan to identify mitigating measures and monitor each risk's ongoing relevance as well as identify emerging risks. Should a risk be realised then this may mean that objectives and targets as set out in the Strategic Plan may not be achieved and/or the achievement will be lessened or delayed.

<b>Risk No.</b>	<b>Description of the Strategic Risk</b>	<b>Risk Owner</b>	<b>Priority</b>
<b>1</b>	The need to respond to any critical incidents, the costs of which could be significant, could undermine the delivery of the Strategic Plan.	Commissioner	<b>H</b>
<b>2</b>	There will be a lack of suitable equipment for officers in the GPF to meet new and emerging challenges (e.g. increased marine/air capacity, improved vehicles, etc.).	MoHA	<b>H</b>
<b>3</b>	There will be an increase in legislation that brings about further demands on the GPF.	MoHA	<b>H</b>
<b>4</b>	The MOHA does not have a Strategic Plan which gives overall direction to the GPF Strategic Plan. However, the MOHA is in the process of developing a Strategic Plan.	MoHA	<b>M</b>
<b>5</b>	Managers in the GPF will not be equipped to deal with new and emerging challenges arising from modernisation.	Commissioner	<b>M</b>
<b>6</b>	The number of GPF officers decreases either through reduced recruitment or increased staff turnover.	Commissioner	<b>M</b>
<b>7</b>	The introduction of the GPF modernisation programme (e.g. introduction of new computers) may mean that temporarily officers will be diverted from front line duties thereby having an impact on performance.	Commissioner	<b>M</b>
<b>8</b>	New and emerging crimes will divert resources to tackle other activities not set out in this Plan.	Commissioner	<b>M</b>
<b>9</b>	There will be insufficient succession planning to ensure that skilled resources are in place to deliver this Plan.	MoHA	<b>M</b>
<b>10</b>	That the outcome of the General and Regional Elections due in 2011 may result in different objectives and targets for the GPF being set by the MOHA.	MoHA	<b>M</b>

<b>Risk No.</b>	<b>Description of the Strategic Risk</b>	<b>Risk Owner</b>	<b>Priority</b>
<b>11</b>	A decrease in the economy of Guyana may increase the demands on the GPF and at the same time mean that increasing the number of officers up to establishment may not be achievable.	MoHA	<b>M</b>
<b>12</b>	The 2014 World Cup in Brazil along with the opening up of borders with other countries in the Region will bring additional challenges to the GPF which may need to be resourced.	MoHA	<b>M</b>
<b>13</b>	An escalation of serious criminal or public order activities that prevent the involvement of GPF staff in delivering the objectives and targets as set out in this Strategic Plan.	Commissioner	<b>L</b>
<b>14</b>	Staff in the GPF may be resistant to change so that the activities outlined in this Plan may not be achieved or will have to be delayed.	Commissioner	<b>L</b>
<b>15</b>	The skills and abilities of staff in the GPF will be insufficient to implement, or will delay, delivery of the Strategic Plan.	Commissioner	<b>L</b>
<b>16</b>	Alleged and perceived corruption within the GPF will adversely affect public trust and confidence in the police.	Commissioner	<b>L</b>
<b>17</b>	The GPF will have to respond to an increased threat from Terrorism which will divert resources away from delivering this Plan.	Commissioner	<b>L</b>
<b>18</b>	There will be an absence of agreed standards, protocols and policies for the implementation of the eDMS until they are delivered by the MOHA.	MoHA	<b>L</b>
<b>19</b>	There may be implications for the nature and type of criminality in Guyana as a result of an increase in the population and/or an influx of non-Guyanese nationals.	MoHA	<b>L</b>
<b>20</b>	Insufficient human resources will be made available to the GPF to implement the Strategic Plan.	MoHA	<b>L</b>
<b>21</b>	The GPF will not be able to keep pace with changes in and challenges arising from new and emerging technology.	MoHA	<b>L</b>
<b>22</b>	The inability of the MOHA to meet the financial commitments as outlined in the Medium Term Financial Plan for the GPF.	MoHA	<b>L</b>
<b>23</b>	Unknown demands will be placed on the GPF from third parties which divert resources to other tasks.	MoHA	<b>L</b>
<b>24</b>	An increase in the economy of Guyana may increase the demands on the GPF which cannot be managed within existing resources.	MoHA	<b>L</b>
<b>25</b>	The policing and security activities undertaken by countries in the Region may impact on the nature and level of criminality in Guyana.	MoHA	<b>L</b>

## SECTION 8 – THE DELIVERY PLAN

Set out below, in a way which is aligned to the six core areas of this Plan, are the activities which will bring it to life. Some elements continue throughout the five years of its life, while others operate to shorter time scales. Each element has a senior officer member of the GPF accountable for its delivery although there are elements that require all senior officers to contribute.

### Operational Priorities

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
To establish baseline performance data needed to measure and track performance for operational priorities.	Commissioner	•				
To set targets for all operational priorities.	Commissioner		•	•	•	•
<b>Drugs</b>	Commissioner (with GRA, CANU & Courts)	•	•	•	•	•
– to increase the number of drug trafficking prosecutions		•	•	•	•	•
– to increase the weight of Class A drug seizures		•	•	•	•	•
– to pursue investigations in relation to the confiscation of assets		•	•	•	•	•
– to initiate an educational programme targeting vulnerable groups e.g. youths, convicted persons, unemployed, etc.		•				
<b>Firearms</b>	Commissioner	•	•	•	•	•
– to increase the number of firearms offence prosecutions		•	•	•	•	•
– to increase the number of weapons and ammunition seized and destroyed		•	•	•	•	•
<b>Domestic Violence</b>	Commissioner (with MoHS & NGOs)	•	•	•	•	•
– to increase trust and confidence in our ability (and other agencies) to deal with incidents robustly and effectively		•	•	•	•	•
– to increase the reporting of incidents		•	•	•	•	•

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
<ul style="list-style-type: none"> <li>- to formulise inter-agency arrangements for holding case conferences and case reviews</li> <li>- work with the courts to ensure that the perpetrators of domestic violence are dealt with as criminals and robustly</li> </ul>		•	•	•	•	•
<p><b>Traffic</b></p> <ul style="list-style-type: none"> <li>- Researching and proposing an approach to managing an increase in vehicle ownership</li> <li>- Research and introduce computer based driver theory tests</li> <li>- Seek legislation to ensure that additional traffic offences are dealt with by tickets</li> <li>- Review of traffic legislation</li> <li>- Reduce the overall number of traffic accidents</li> <li>- Reduce the number of traffic accidents caused by speeding</li> <li>- Reduce the number of traffic accidents caused by drunk drivers</li> </ul>	Commissioner (with GRA & MoW and linked with GPF Traffic Management Plan 2006-7)	•				
<p><b>Cyber crime/International Crime and Money Laundering</b></p> <ul style="list-style-type: none"> <li>- To develop a strategy for tackling</li> <li>- To develop a capacity to deal with</li> <li>- Develop performance measures for cyber/international crime and money laundering</li> </ul>	Commissioner (with GT&T and Banking Industry)	•	•	•		
<p><b>Youth Crime</b></p> <ul style="list-style-type: none"> <li>- to develop a strategy for dealing with gangs</li> <li>- to reduce the incidents of</li> </ul>	Commissioner (with MoHS, MoE&C)	•				
		•	•	•	•	•

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
<ul style="list-style-type: none"> <li>– violence at or near schools</li> <li>– to reduce incidents of drugs in schools</li> <li>– to introduce a Juvenile Liaison Scheme</li> </ul>			•	•	•	•
<p><b>Piracy</b></p> <ul style="list-style-type: none"> <li>– to reduce the number of recorded incidents of Piracy</li> <li>– to increase the number of marine patrols targeted at piracy</li> </ul>	Commissioner (with MoHA, Joint Services and Customs)	•	•	•	•	•
<p><b>People Trafficking</b></p> <ul style="list-style-type: none"> <li>– to increase the number of people trafficking prosecutions</li> <li>– to increase the number of intelligence reports relating to people trafficking</li> </ul>	Commissioner (with MoHS)	•	•	•	•	•
<p><b>Office of Professional Responsibility</b></p> <ul style="list-style-type: none"> <li>– to be upgraded to a body similar to that of Internal Affairs of the Police Force with full authority</li> <li>– set up a process for the integrity testing of ranks</li> <li>– set up a process for enabling whistle blowing with the necessary protection for staff</li> </ul>	Commissioner	•				
<p><b>Transparency</b></p> <ul style="list-style-type: none"> <li>– Improve transparency of financial transactions across the Police Force</li> </ul>	Commissioner	•				

## Developing our People

*Activity*

*Lead*

### Training

Commissioner

- Undertake a full Training Needs Analysis in respect of the new skills required to implement the Strategic Plan 2011-2015
- Review what additional intelligence training is required with the aim of increasing information/intelligence being provided by GPF staff and the community
- Review the need for additional Development Programmes for constables and all managers
- Identify and start computer training for staff to be involved in the implementation of the Strategic Plan, ROPM and eDMS
- Review the need for enhancements to the Train the Trainers programme so that any increased demand can be accommodated
- Review and update if necessary training for staff who are going to be involved in monitoring, evaluation & review
- Review and implement training for staff who are going to be undertaking a function of Tasking & Coordination (NIM)
- Review and make proposals for introducing/uplifting training provided to improve skills in the following areas – First Aid for first responders, Domestic Violence for first responders, investigators and prosecutors & Sexual Offences for first responders, investigators and prosecutors
- Review and make proposals

2011	2012	2013	2014	2015
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<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
<p><b>Specialisation</b></p> <ul style="list-style-type: none"> <li>- Review the arrangements for drawing upon pre-recruitment skills when postings are made following completion of initial training</li> <li>- Review and develop a policy for how the GPF is to address the issue of Specialist vs. Generalist</li> <li>- Develop a policy on the recruitment and deployment of civilian support staff with specific reference to Recommendation 15 of the Disciplined Forces Commission Report which drew attention to:                             <ul style="list-style-type: none"> <li>• Examination of vehicles for road fitness certificates</li> <li>• Processing of passport applications</li> <li>• Typing and secretarial work</li> </ul> </li> <li>- Identify what new specialist skills are going to be required to support modernisation</li> <li>- Establish a Police Academy as set out in Recommendation 37 of the Disciplined Forces Commission Report</li> </ul>	Commissioner	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>				
<p><b>Professional Responsibility</b></p> <ul style="list-style-type: none"> <li>- Introduce a standard set of performance measures to access and report on the integrity of GPF staff</li> <li>- Introduce and monitor a range of performance that will identify improvements in trust and confidence within the community</li> <li>- With the assistance of Public Relations and Training, develop and measure a</li> </ul>	Commissioner	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>				

*Activity*

*Lead*

- programme which ensures members of the GPF are more citizen friendly
- Enhance the capability of the Force to deal with internal corruption

2011	2012	2013	2014	2015
•				

## Developing Partnerships

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
<p><b>Community Policing Groups/ Neighbourhood Policing/ Rural Constables</b></p> <ul style="list-style-type: none"> <li>- Develop the concept of Community Safety Partnerships so that the burden of policing and security is shared</li> <li>- Strengthen relationships with the community and set up performance measures that demonstrate success is being achieved</li> </ul>	Commissioner	•	•			
<p>Inter-agency working</p> <ul style="list-style-type: none"> <li>- Develop a structured programme of work with other agencies to ensure that support arrangements are provided to victims of crime</li> <li>- Undertake a review to access how much time police officers are spending at court giving evidence</li> <li>- Develop approaches to reducing the time police officers spend at court</li> <li>- Introduce a performance measure that demonstrates the time spent at court is reducing</li> <li>- Improve GPF process for dealing with non-payment of fine cases</li> <li>- With the Ministry of Transport and Works explore opportunities for improving the strategic road network throughout Guyana</li> </ul>	Commissioner (with MoHA & Courts)	•	•	•	•	•
<p><b>Police Complaints Authority (PCA)</b></p> <ul style="list-style-type: none"> <li>- Review and explore opportunities to develop relationships between the Police Force and the PCA with specific reference to recommendations made the Disciplined Forces Commission in May 2004</li> </ul>	Commissioner (with PCA)	•				
<p><b>Regional Organisations</b></p> <ul style="list-style-type: none"> <li>- Accessing good practice for regional working</li> <li>- Develop/Extend exchange</li> </ul>	Commissioner (with MoHA)	•				

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
<ul style="list-style-type: none"> <li>– schemes for GPF staff</li> <li>– Explore the availability of Regional Training Courses to develop GPF staff</li> </ul>		•				
<p><b>International Bodies</b></p> <ul style="list-style-type: none"> <li>– Exploring opportunities for twinning with other forces outside of the Region</li> </ul>	Commissioner (with MoHA)	•				
<p><b>Media/Public Relations</b></p> <ul style="list-style-type: none"> <li>– Deploy a Media Relation Officer in every Division</li> <li>– Introduce an annual Police Week involving all Divisions and HQ Departments</li> <li>– Introduce/Extend Police Station Open Days</li> <li>– Develop an approach to using structured public relations material on patrolling police vehicles to publicise the GPF and its work with communities</li> </ul>	Commissioner		•			
<p><b>Youth Groups</b></p> <ul style="list-style-type: none"> <li>– Increase engagement with Youth Groups</li> </ul>	Commissioner	•	•	•	•	•
<p><b>Scout Groups</b></p> <ul style="list-style-type: none"> <li>– Increase engagement with Scout Groups</li> </ul>	Commissioner	•	•	•	•	•

## Performance

<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
Establish an HQ based Strategic Planning and Performance Monitoring Unit	Commissioner	•				
Establish Divisional Based Management Information Units	Commissioner		•			
Establish arrangements for senior management oversight of planning and performance	Commissioner	•				
Ensure consistency in approach with MoHA's Strategic Plan, ROPM & eDMS	Commissioner (with MoHA)	•				
Establish an HQ based Projects Office	Commissioner		•			
Establishing arrangements for internal audit and inspection	Commissioner		•			
Initiate a review of core administrative and financial practices in HQ Departments and Divisions	Commissioner			•		
Develop an approach to the corporate management of risk using the risks identified in this Plan as a starting point	Commissioner	•				
Introduce a process for identifying how resources should be allocated to Divisions and HQ Departments	Commissioner	•				
Introduce a Resource Management Oversight Group	Commissioner	•				
<b>Performance Culture</b>	Commissioner	•				
– Review and implement a performance change programme that is going to focus on looking forward as opposed to back						
– Introduce structured tasking and coordination in support of pro-active deployments			•			
– Change the culture of the recording and reporting processes so that immediate feedback is provided to better inform pre-active deployments		•				
– Empower all staff to make decisions commensurate with their rank and discourage the process of referring decisions to senior officers		•				

## Infrastructure

*Activity*

*Lead*

### Buildings

- Establish a common minimum standard for a police building based on staff and community needs
- Bring police buildings up to the common minimum standard
- Agree on a standard set of specialist facilities within each police station (e.g. IT, Training, Victims and Investigations)
- Appropriate police buildings to have the full set of specialist facilities

Commissioner

### Equipment

- Review capacity and capability for aerial cover to focus on priority crimes (e.g. piracy, organised crime, guns, drugs and money laundering)
- Review capacity and capability for marine cover to focus on routine and priority crimes
- Consider the need for a dedicated Marine Unit
- Review maintenance arrangements for marine equipment to improve the availability of craft for deployment
- Review protective equipment and firearms used by front line officers

Commissioner

### Technology

- Review and increase staffing levels in the IT Department (to cope with current demands for IT and communications)
- Review additional resource requirements within the IT department in consequence of the wider deployment to Divisions and then police stations and the implementation of the ROPM and eDMS
- Establish what additional databases the GPF would wish to access in the future and set out a development path to enable that access
- Forensic capability to be enhanced

Commissioner

	2011	2012	2013	2014	2015
Buildings	•				
		•	•	•	•
	•				
		•	•	•	•
Equipment	•				
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	•				
	•				
Technology	•				
	•				
		•			
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<i>Activity</i>	<i>Lead</i>	2011	2012	2013	2014	2015
alongside the building of the Forensic Laboratory						
<b>Communications</b>	Commissioner					
– Review and undertake improvements in the radio network coverage		•				
– Review policy for allowing officers to use telephones at police stations for business use		•				
– Review policy for allowing officers to use their private mobile phones for business use (covering both the cost and protection of information)		•				
<b>Vehicles</b>	Commissioner (with MoHA)					
– Develop a vehicle acquisition strategy		•				
– Develop a vehicle deployment strategy		•				
– Seek the views of staff in vehicle purchasing decision making		•				
– Review arrangements for vehicle maintenance to improve reliability and serviceability and establish performance measure(s) to monitor the outcome of the review		•				
<b>Introduction of eDMS</b>	Commissioner (with MoHA)					
– Phase 1 – HR (inc. Training School)		•				
– Phase 2 – Payroll			•			
– Phase 3 – Finance Registry			•			
– Phase 4 – Accounts and Voucher Examination			•			
– Phase 5 – Cheque and Voucher				•		
– Phase 6 – Revenue / Cashier				•		
– Phase 7 – Uniforms (Issue / Receipt)				•		
– Review subsequent operational and functional areas for computerisation				•	•	
<b>Introduction of the ROPM</b>	Commissioner (with MoHA)					
– Phase 1 – HQ based manual data entry		•				
– Phase 2 – HQ and Divisions standardised data entry			•			
– Phase 3 – HQ and Divisions networked				•		
– Phase 4 – Third party system integration					•	•

*Activity*

*Lead*

**Future Technologies**

- Consider the business case for the deployment of ANPR
- Consider the business case for enabling data access for police vehicles
- Consider the business case for the introduction of Taser
- Consider the business case for the further deployment of CCTV

Commissioner  
(with MoHA)

2011	2012	2013	2014	2015
	• • • •			

**Guyana Police Force Contact Information**      **For Emergencies, please call 911**

**Police Headquarters**

Eve Leary, Georgetown, Guyana. Telephone #: (592) 226-2487/88. Fax: (592) 226-0636

**Criminal Investigations Department** – 226-1326, 225-3650, 226-6978, 225-2227, 225-8196, 225-7625.

**Traffic Headquarters** – 227-2272, 226-9431, 227-2349.

**Felix Austin Police College** – 226-7495, 227-6472, 225-3017.

**Central Immigration and Passport Office** – 226-4700, 226-3011, 225-1744.

**The Guyana Police Force Public Relations Department**

Parade Street, Kingston, Eve Leary. Telephone # 225-5401, 227-2685

Email Address – [propolice247@yahoo.ca](mailto:propolice247@yahoo.ca)

The Guyana Police Force is divided into six geographical divisions, code letter "A" to "G" and they are as follows:

**Division "A"** - The city of Georgetown and the East Bank of the Demerara River including the Cheddi Jagan International Airport, Timehri, 25 miles from Georgetown. Comprises nine Police Stations and seven Outposts.

Divisional Headquarters – Brickdam, Georgetown

Telephone # - 226-1389, 227-2128, 225-6940-2.

**Division "B"** - Consisting mainly of the County of Berbice but excluding Kwakwani. Comprises twelve Police Stations and five Outposts.

Divisional Headquarters – Coburg Street, New Amsterdam

Telephone # - 333-3876, 333-2151-4

**Division "C"** -The County of Demerara, East of the Demerara River but excluding 'A' Division. Comprises eight Police Stations and four Outposts.

Divisional Headquarters – Cove & John, East Coast Demerara

Telephone # - 229-2289, 229-2700-3, 229-2019, 229-2700-5

**Division "D"** - The County of Demerara , West of the Demerara River and a portion of the East Bank of the Essequibo. Comprises six Police Stations and one Outpost.

Divisional Headquarters- Leonora, West Coast Demerara

Telephone # - 268-2343, 268-2222, 268-2328/29

**Division "E" & "F"** - Upper Demerara including the area surrounding the bauxite holdings of the Linden, Ituni and Kwakwani areas and the Interior. Comprises thirty Police Stations and six Outposts.

Divisional Headquarters– Rabbit Walk, Eve Leary, Georgetown

Telephone # - 226-1333, 225-2722, 444-3512, 444-3351

**Division "G"** - The Essequibo Coast including the Islands of the Essequibo and Pomeroon Rivers. Comprises six Police Stations.

Divisional Headquarters – Anna Regina, Essequibo Coast

Telephone # - 771-4010, 771-4012, 771-5004



Further copies of this Strategic Plan may be obtained from:

The Guyana Police Force Public Relations Department  
Parade Street  
Kingston  
Eve Leary.  
Telephone #: 225-5401, 227-2685  
Email Address: [propolice247@yahoo.ca](mailto:propolice247@yahoo.ca)

An electronic version may be downloaded from the GPF Website:  
<http://www.guyanapoliceforce.org/>

If you wish to join the Guyana Police Force please contact:  
*[insert details here – no on-line application form found.]*

For further information about the application process for the Motorola/ACCP  
Scholarship Programme:  
<http://www.guyanapoliceforce.org/ScholarshipApp.pdf>

