TRINIDAD AND TOBAGO POLICE SERVICE

Operating Plan
2025

*Protecting our Future through Professionalism,
Passion and Partnership*

Office of the Commissioner of Police – March 2025

VISION

To make every place in Trinidad and Tobago safe

MISSION

In partnership with the citizens of Trinidad and Tobago, we provide for safe and secure communities and other places through professional policing, focused leadership and consistent, high quality service

MOTTO

To protect and serve with P.R.I.D.E.

TTPS Vision, Mission & Mandate

Strategic Area 1
Community Partnerships

Strategic Area 2
Organisational Development

Strategic Area 3
Operational Excellence

Strategic Area 4
Public Safety

Strategic Area 1	Strategic Area 2	Strategic Area 3	Strategic Area 4
Outcome 1 Improve Public Trust and Confidence	**Outcome 1** Improve Occupational Health & Wellness	**Outcome 1** Improve the Efficiency and Effectiveness of TTPS' Operations and Equipment	**Outcome 1** Reduce Violent Crime
Outcome 2 Effective Community Engagements	**Outcome 2** Improve Psycho-social Support	**Outcome 2** Optimize Technologies for Organisational Efficiency and Effectiveness	**Outcome 2** Reduce Serious Crime
Outcome 3 Strengthen Stakeholder Partnerships	**Outcome 3** Improve OSH Compliance	**Outcome 3** Improve Case Management Systems	**Outcome 3** Enhance Road Safety
Outcome 4 Enhance Youth Engagement	**Outcome 4** Develop Supervision and Leadership Capabilities	**Outcome 4** Improve Manpower Capacity, Deployment and Utilisation	**Outcome 4** Improve Crime Prevention
	Outcome 5 Enhance Professional Development		**Outcome 5** Improve Crime Detection
			Outcome 6 Increase Safety in Public Places

STRATEGIC PRIORITY #1 - COMMUNITY PARTNERSHIPS

No.	Outcomes	Performance Target 2025[1]
1	**Improve Public Trust & Confidence**	1.1 5% increase in public trust and confidence in the TTPS
		1.2 5% increase in public satisfaction with police follow-up on reports made
		1.3 15% increase in monthly Time in Use of Body Worn Cameras
		1.4 5% reduction in allegations against police officers
2	**Effective Community Engagements**	1.5 N/A [*Attendance at Town Meetings to be established in 2025 as Baseline for 2026 target*]
3	**Strengthen Stakeholder Partnerships**	1.6 Successful (verified) implementation of 1 joint initiative with a CBO in each ACP region
4	**Enhance Youth Engagement**	1.7 1 ongoing PYC initiative per quarter in each Division

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[1] All targets are to be read as minimums

No.	Action Item	Executive Responsibility	Due	Target
1.1 Outcome: Improve Public Trust and Confidence				
1.1.1	Develop and implement specific training courses on procedural justice for frontline officers.	DCP Ops	Dec	Train a minimum of 50 officers of various ranks in procedural justice
1.1.2	Continuous training on customer service in alignment with the TTPS' customer service policy.	DCP A&S	Jun & Dec	Train 400 officers from various ranks every 6 months on customer service policy and communication protocol
1.1.3	Publicize community satisfaction reports on media platforms.	DCP A&S	Jun & Dec	Submit at least 1 positive article per month to media platforms
1.1.4	Increase deployment of body worn cameras.	DCP Ops	Dec	1000 additional BWCs deployed
1.2 Outcome: Effective Community Engagements				
1.2.1	Host town hall meetings, forums, and online surveys for community input.	DCP Ops	Jun & Dec	At least 6 town meetings a year per Division
1.2.2	Appoint Community Liaison Officers in each station district.	DCP A&S	Dec	Appoint 1 Liaison Officer per station district
1.2.3	Integrate app features to allow for community dialogue.	DCP A&S	Dec	App Feature enabling community dialogue operational
1.2.4	Conduct public awareness on domestic violence in each Division.	DCP I&I	Jun & Dec	At least one DV focused seminar per quarter in each Division

No.	Action Item	Executive Responsibility	Due	Target
1.2.5	Establish and implement Police Community Outreach Programme in all Divisions.	DCP Ops	Dec	Police Community Outreach Programme established in 6 Divisions in Year 1
1.3 Outcome: Strengthen Stakeholder Partnerships				
1.3.1	Develop a policy to standardize internal communication and collaboration between various Units/ Sections/ Branches geared towards intelligence led community intervention strategies.	DCP I&I	Dec	Develop an internal intelligence communication and collaboration policy
1.3.2	Enforce guidelines established for the operation of station councils.	DCP Ops	Dec	40 Functional Station Councils (approx. 60%)
1.3.3	Continue partnerships with community organizations/councils, community leaders, NGOs and academia to co-produce safety and crime prevention strategies.	DCP Ops	Dec	Stakeholder informed crime strategy development initiated in each ACP Region [to be completed by June 2026]
1.3.4	Formalize Neighbourhood Watch group guidelines.	DCP Ops	Dec	Neighbourhood Watch group policy to be drafted and completed within Year 1

No.	Action Item	Executive Responsibility	Due	Target
1.4 Outcome: Enhance Youth Engagement				
1.4.1	Facilitate implementation of structured sporting and cultural programmes through Police Youth Clubs.	CoP	Dec	At least 1 cross Divisional PYC sporting or cultural programme launched
1.4.2	Review and enforce policies regarding the management of Police Youth Clubs.	DCP A&S	Dec	Policies to be enforced

STRATEGIC PRIORITY #2 – ORGANISATIONAL DEVELOPMENT

No.	Outcomes	Performance Target 2025[1]
1	**Improve Occupational Health and Wellness**	2.1 5% increase in number of officers accessing PHF services
2	**Improve Psycho-social Support**	2.2 5% increase in employee satisfaction with Employee Support Services *[N/A in Year 1 - 2025 ESS establishes the baseline]*
3	**Improve OSH Compliance**	2.3 *N/A in Year 1. Baseline level of compliance with OSH Act established in 2025*
4	**Develop Supervision and Leadership Capabilities**	2.4 5% increase in employee satisfaction with strategic leadership
		2.5 5% increase in employees expressing overall satisfaction rate
5	**Enhance Professional Development**	2.6 10 officers completing professional certification programmes
		2.7 5% increase in employee satisfaction with training opportunities

No.	Action Item	Executive Responsibility	Due	Target
2.1 Outcome: Improve Occupational Health and Wellness				
2.1.1	Operationalise facility for delivery of health and wellness services in the South Central Region.	DCP A&S	Dec	Operationalise the PHF in Southern Region
2.1.2	Develop MOU with each RHA for various medical services to complement the PHF.	DCP A&S	Dec	Establish MOU with 50% of the RHA's and PHF for medical services.
2.1.3	Establish a Board of Management for the PHF.	CoP	Dec	Board of management for the Police Health Facility implemented
2.1.4	Acquire Health and Wellness Facility in Tobago.	DCP A&S	Dec	New Health and Wellness Facility acquired in Tobago.
2.1.5	Conduct Health and Wellness Caravans in each Division.	DCP A&S	Dec	Six Health and Wellness Caravans conducted annually
2.1.6	Publish and promote fitness and wellness policy.	DCP A&S	Dec	Conduct fitness and wellness sensitisations annually.
2.2 Outcome: Improve Psychosocial Support				
2.2.1	Establish three Hotline mobile phone numbers to access Social Workers for police officers in crisis and emergencies.	DCP A&S	Jun	Acquire 3 mobile lines by June 2025
2.2.2	Review and implement the EAP policy.	DCP A&S	Jun	Implement a revised EAP policy

No.	Action Item	Executive Responsibility	Due	Target
2.2.3	Increase sensitization on stress management and mental health for police officers.	DCP A&S	Dec	Conduct 8 sensitisations on mental health across Divisions in Year 1
2.3 Outcome: Improve OSH Compliance				
2.3.1	Develop and implement Evacuation Plans for all Police Buildings.	DCP Ops	Dec	Evacuation plans developed and publicized by December 2025
2.3.2	Review and update Emergency Crisis Response Policy.	DCP Ops	Dec	Policy reviewed by December 2025 (updated by Jun 2026)
2.3.3	Upgrade infrastructure at Police Buildings to enhance physical appearance.	DCP A&S	Dec	Assessment of TTPS buildings to determine priority upgrades
2.4 Outcome: Develop Supervision and Leadership Capabilities				
2.4.1	Continuous leadership and management training for all ranks.	DCP A&S	Dec	100 officers trained annually
2.4.2	Review and Revise the PMAS training manual.	DCP A&S	Sep	Review and Revise PMAS Training Manual by September 2025
2.4.3	Establish and implement training needs assessment platform on PMAS System.	DCP A&S	Dec	Training needs assessment platform on PMAS to be completed by December 2025
2.5 Outcome: Enhance Professional Development				
2.5.1	Re-Establish Games and Amusement committee to conduct team building exercises throughout the year.	DCP Ops	Dec	Committee established in all Divisions by December 2025

No.	Action Item	Executive Responsibility	Due	Target
2.5.2	Train and retrain persons in the effective use of the Body Worn Camera.	CoP All DCPs	Dec	Train 500 officers per year in use of BWCs
			Dec	70% of BWCs in active use each month
2.5.3	Training in Computer Literacy and software use.	DCP A&S	Dec	Train 500 officers annually in Computer Literacy
			Dec	200 persons trained in the usage of new software
2.5.4	Develop an induction training policy for specialist sections	DCP A&S DCP I&I	Dec	Induction Training Policy to be developed by December 2025
2.5.5	Implement mandatory 'Hot pursuit' driving training for all police officers allowed to drive police vehicles.	DCP A&S	Dec	Develop and include hot pursuit programme at the Police Academy Driving Unit
			Dec	Develop a train the trainer driving programme (for implementation in 2026)

STRATEGIC PRIORITY #3 - OPERATIONAL EXCELLENCE

No.	Outcomes	Performance Target 2025[1]	
1	Improve the Efficiency and Effectiveness of TTPS Operations and Equipment	3.1	65% of senior officers surveyed indicate that organizational ability to effectively share intelligence has improved
		3.2	10% increase in employee satisfaction with internal technological infrastructure
		3.3	At least 1 additional centralized electronic data collection system in use under Administration
		3.4	15% reduction in number of non-functional police vehicles
2	Optimise Technologies for Organisational Efficiency and Effectiveness	3.5	At least 1 new service introduced via the TTPS website
		3.6	65% of senior officers surveyed indicate that there has been improvement in data driven decision making within the organization
3	Improve Case Management Systems	3.7	10% decrease in backlog of SRC & WCC cases
		3.8	10% decrease in non-attendance of complainants in court
		3.9	10% increase in persons trained in case management
4	Improve Manpower Capacity, Deployment and Utilisation	3.10	5% increase in employee satisfaction with PMAS system
		3.11	Reduction in gap between Actual Strength and Sanctioned Strength
		3.12	*N/A in Year 1 - 2025 ESS establishes the baseline. This target speaks to internal services provided by Finance, HR and ICT*

No.	Action Item	Executive Responsibility	Due	Target
3.1 Outcome: Improve the Efficiency and Effectiveness of TTPS Operations and Equipment				
3.1.1	Strengthen the Facilities Management Unit	DCP A&S	Dec	Conduct a HR Needs Assessment for the FMU *[HR complement to be increased in 2026 based on Needs Assessment]*
3.1.2	Conduct a needs assessment of the current fixed assets (Not limited to infrastructure and equipment)	DCP A&S	Sep	A needs assessment of fixed assets is conducted by September 2025
3.1.3	Enforce the Revised Fleet Management Policy	DCP Ops	Dec	A system is developed for the enforcement of the Revised Fleet Management Policy by December 2025
3.1.4	Review analysis on vehicle needs of each Division, Station / Unit (with a view of purchasing fuel efficient vehicles)	DCP A&S	Dec	A review of vehicle needs is conducted by December 2025
3.1.5	Disposal of existing unserviceable police vehicles	CoP	Dec	In keeping with TTPS policies dispose of 20% of unserviceable police vehicles
3.1.6	Disposal of impounded and abandoned civilian vehicles	CoP	Jun	Establish Divisional listing of impounded and abandoned civilian vehicles in police custody

No.	Action Item	Executive Responsibility	Due	Target
			Dec	In keeping with TTPS procedures dispose of 20% of impound and abandoned civilian vehicles in TTPS custody
3.1.7	Establish a framework for the procurement process	CoP	Jun	A framework is established for the procurement process by June 2025
3.1.8	Establish Service Level Agreements (SLAs) for new purchases of equipment	DCP A&S	Sep	By September 2025, Service Level Agreements (SLAs) are developed for purchase of new equipment
3.1.9	Fully equip all Divisional Operating Centres	DCP Ops DCP A&S	Dec	Provide all the physical resources required by 3 Divisional Operating Centres by December 2025
3.1.10	Reduce response time to calls for service	DCP A&S	Jun	Pilot Project for improved data collection launched in 2 Divisions
			Dec	Average response time of 12 minutes or less to Priority 1 calls
3.1.11	Develop a green policy outlining the TTPS' commitment to sustainability (buildings, vehicles etc.)	CoP DCP A&S	Jun	A Green Policy is developed by June 2025

No.	Action Item	Executive Responsibility	Due	Target
3.2 Outcome: Optimise Technologies for Organisational Effectiveness				
3.2.1	Acquisition and utilization of software and hardware technological devices to assist in police tactical operations and traffic stops	DCP A&S	Sep	Specific list of software and devices required for tactical operations developed by September 2025
			Dec	Procurement process commenced by December 2025.
3.2.2	Digitization of crime reporting processes and feedback on police follow-up.	DCP A&S	Dec	Implement electronic station diary in 10 stations by December 2025
3.2.3	Expand Direct Data Entry Project	DCP I&I	Dec	Train 8-10 officers to do direct data entry of incident reports at 3 stations by December 2025
3.2.4	Digitise personnel records, pay record cards etc.	DCP A&S	Dec	Digitization approximately 25% completed by December 2025
3.2.5	Establish and enable minimum standards for hardware and software at different levels in Sections, Units, Branches and Stations	DCP A&S	Dec	Minimum standards established for each Section, Unit, Branch and Station at each level
3.3 Outcome: Improve Case Management Systems				
3.3.1	Improve Case Management Framework to enhance deliverables	DCP I&I DCP Ops	Dec	Carry out 3 workshops on case file preparation by December 2025

No.	Action Item	Executive Responsibility	Due	Target
3.3.2	Train officers in the proper handling and management of technological devices for evidential purposes	DCP A&S	Dec	Develop a policy for the handling and management of technological devices for evidential purposes
3.3.4	Train qualified officers to be sworn in as ex officio Justices of the Peace (JPs)	DCP A&S	Jun	Develop an Ex-Officio JP Manual for use by Ex Officio JPs by June 2025
			Dec	By December 2025, provide training to 80% of the qualified Officers who are to be sworn in as ex-officio Justices of the Peace
3.3.5	Reinforce policies and procedures to ensure the court attendance of complainants	DCP Ops	Dec	15% increase in notices served as a % of all matters dismissed for non-attendance of complainants
3.4 Outcome: Improve Manpower Deployment and Utilisation				
3.4.1	Conduct workforce analysis to determine shortages to maximise efficiency	CoP DCP A&S	Dec	Conduct a workforce analysis every 2 years
3.4.2	Conduct employee satisfaction survey biennially and consider recommendations	DCP A&S	Dec	Conduct employee satisfaction survey biennially Advise on the implementation of reasonable recommendations

No.	Action Item	Executive Responsibility	Due	Target
3.4.3	Conduct quarterly Secondary Schools outreach caravan in each division with emphasis on TTPS Recruitment.	DCP A&S	Dec	Quarterly Secondary Schools outreach caravan conducted in each division with emphasis on TTPS Recruitment
3.4.4	Implement SOPs at each Section/Branch/Unit/ Division	DCP Ops DCP I&I	Sep	By September 2025, develop and implement SOPs at each Division, Branch, Section and Unit based on the competencies required at that Department or Division

STRATEGIC PRIORITY #4 – PUBLIC SAFETY

No.	Outcomes	Performance Target	
1	Reduce Violent Crime	4.1	15% reduction in Violent Crimes
		4.2	15% reduction in Murders
		4.3	10% increase in persons charged under the Anti-Gang Act
		4.4	15% increase in arrests of priority offenders
2	Reduce Serious Crime	4.5	10% reduction in Serious Crimes
		4.6	10% reduction in domestic violence related incidents
		4.7	20% reduction in LMV
		4.8	15% increase in illegal Firearms recovered
3	Enhance Road Safety	4.9	5% reduction in fatal RTAs
		4.10	5% reduction in RTAs
4	Improve Crime Prevention	4.11	12 CPTED projects completed and positive results verified
		4.12	4 focussed deterrence initiatives completed and positive results verified
5	Improve Crime Detection	4.13	10% increase in detection of murders
		4.14	20% detection rate for violent crimes
		4.15	5% increase in detection of white-collar crime
6	Increase Safety in Public Places	4.16	*N/A in Year 1. Perception and Fear of Crime survey conducted in 2026*
		4.17	*N/A in Year 1. Public Satisfaction Survey in 2025 establishes the baseline*
		4.18	*N/A in Year 1. School violence statistics in selected intervention schools for 2025 establishes the baseline*

No.	Action Item	Executive Responsibility	Due	Target
4.1 Outcome: Reduce Violent Crime				
4.1.1	Expand Eagle Eye initiative in all 10 Divisions	DCP Ops	Dec	Expand Eagle Eye initiative launched in each Division
4.1.2	Implementation and roll out of geo fencing to identify areas prone to Violent Crime	DCP Ops DCP A&S	Dec	Geo fenced areas prone to VC established
4.1.3	Enhance capacity for disruption of priority offenders	DCP I&I DCP Ops	Jun	Review and refine Divisional Gang Unit strategy by June 2025
4.2 Outcome: Reduce Serious Crime				
4.2.1	Increase in number of Warrants executed	DCP Ops DCP I&I	Dec	5% increase in Warrants executed
4.2.2	Increase patrols in areas identified as susceptible to LMV	DCP Ops	Dec	Complete analysis of hot spots for LMV
4.3 Outcome: Enhance Road Safety				
4.3.1	Increase precision patrols in areas prone to fatal and serious RTAs	DCP Ops DCP A&S	Dec	5% increase in precision (RTA prevention focused) patrols in all Divisions
4.3.2	Enhance Social media campaigns to sensitise the public on road safety practices	DCP A&S	Dec	1 new road safety social media campaign launched
4.3.3	Continue enforcement of Speed and DUI Exercises	DCP A&S DCP Ops	Dec	10% increase in speed and DUI exercises.

No.	Action Item	Executive Responsibility	Due	Target
4.3.4	Increase capacity to enforce Traffic Breaches	DCP A&S	Jun	Increase number of officers on the system able to issue tickets by 5%
4.4 Outcome: Improve Crime Prevention				
4.4.1	Develop and Implement Focused Deterrence Strategies	DCP Ops	Dec	Introduce at least 1 focused deterrence strategy per ACP region by December 2025
4.4.2	Implementation of CPTED initiatives	DCP Ops	Jun & Dec	Implement one CPTED project in each Division every six months.
4.4.3	Train officers in Crime Prevention Strategies and best practices	DCP A&S	Dec	Train 50 officers each year in crime prevention strategies and best practices
4.4.4	The establishment of an Academic Research Department to assist in crime fighting efforts	DCP A&S	Dec	Recruit 1 Senior Researcher Recruit 1 Field Research Officer Recruit 1 BOA
4.4.5	Expand CASU for better border protection	DCP Ops	Dec	Review sanctioned strength of CASU
4.4.6	Increase Border Protection in coastal areas	DCP Ops	Dec	5% increase in coastal patrols
			Dec	Repair and refurbish 2 existing coastal patrol vessels

No.	Action Item	Executive Responsibility	Due	Target
4.4.7	Partner with private and public sector stakeholders to implement location-based crime prevention interventions	DCP I&I	Dec	At least 1 joint location-based crime prevention intervention with key stakeholders implemented in each ACP region
4.5 Outcome: Improve Crime Detection				
4.5.1	Review the operations of CSMU Labs	DCP I&I	Dec	Conduct a Needs Analysis of the CSMU
4.5.2	Increase investigative capacity in all Divisions.	DCP Ops	Jun & Dec	1 training course to enhance investigative capacity facilitated through Police Academy every 6 months
4.6 Outcome: Increase Safety in Public Places				
4.6.1	Optimize patrols, mobile/foot, using data analytics for high-priority areas	DCP Ops	Dec	Increase mobile and foot patrols by 10% each year in high priority areas identified using data analytics
4.6.2	Implement a School Adoption Programme in collaboration with the Ministry of Education and other stakeholders	DCP Ops	Dec	5 schools adopted by December 2025 *[additional schools to be added subsequently, with a view to covering at least 1 school in each Division and 15 priority schools in all by 2027]*

No.	Action Item	Executive Responsibility	Due	Target
4.6.3	Collaborate with selected schools to develop projects aimed at reducing and preventing school violence	DCP Ops	Dec	Establish project agreements with identified priority schools
4.6.4	Expand mentorship programmes for at-risk youth	DCP Ops DCP A&S	Dec	Expand Mounted and Canine and COPS mentorship programmes to 1 additional Division

LIST OF ABBREVIATIONS

ACP	Assistant Commissioner of Police
AKU	Anti-Kidnapping Unit
BWC	Body Worn Camera
CAPA	Crime and Problem Analysis
CCTV	Closed Circuit Television
CCU	Cyber Crime Unit
CID	Criminal Investigation Department
CMS	Cogent Mugshot System
COP	Commissioner of Police
CPTED	Crime Prevention Through Environmental Design
CPU	Child Protection Unit
CRO	Criminal Records Office
D.O.	Departmental Order
DCP	Deputy Commissioner of Police
DOC	Divisional Operating Centre
DPP	Director of Public Prosecutions
EMS	Executive Management Services
ERP	Emergency Response Patrol
FDO	First Division Officer
FMU	Facilities Management Unit
FUL	Firearm Users License
GBVU	Gender Based Violence Unit
GPS	Global Positioning System
HR	Human Resource
HTU	Human Trafficking Unit
ICT	Information and Communication Technology
IHRIS	Integrated Human Resource Information System
IOCA	Interception of Communication Act
IT	Information Technology
MATF	Multi-Agency Task Force
MC	Minor Crime

MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NOC	Non-Appearance in Court
NOTF	National Operations Task Force
OSH	Occupational Safety & Health
POS	Port of Spain
PPE	Personal Protective Equipment
PSB	Professional Standards Bureau
R Form	Refers to official crime reporting form
RTA	Road Traffic Accident
SERU	Special Evidence Recovery Unit
SIU	Special Investigations Unit
SOP	Standard Operating Procedures
SOU	Sexual Offences Unit
SOW	Scope of Work
SRC	Serious Reported Crime
SRP	Special Reserve Police
SVD	Special Victims Department
SVS	Stolen Vehicles Squad
TIU	Terrorism Interdiction Unit
TOCU	Transnational Organized Crime Unit
VMCOTT	Vehicle Management Corporation of Trinidad & Tobago
VWSU	Victim and Witness Support Unit