POLICE LINE DO NOT CROSS

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.

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1.0 INTRODUCTION

The Trinidad and Tobago Police Service (TTPS) Operating Plan 2025 expands on the action items outlined in the TTPS Strategic Plan 2025-2027 by clearly defining operational targets for a one-year period and identifying those charged with functional responsibility for achieving said targets. Specific performance targets have been established for the expected outcomes and enhanced accountability measures have been introduced to enable achievement of our stated objectives.

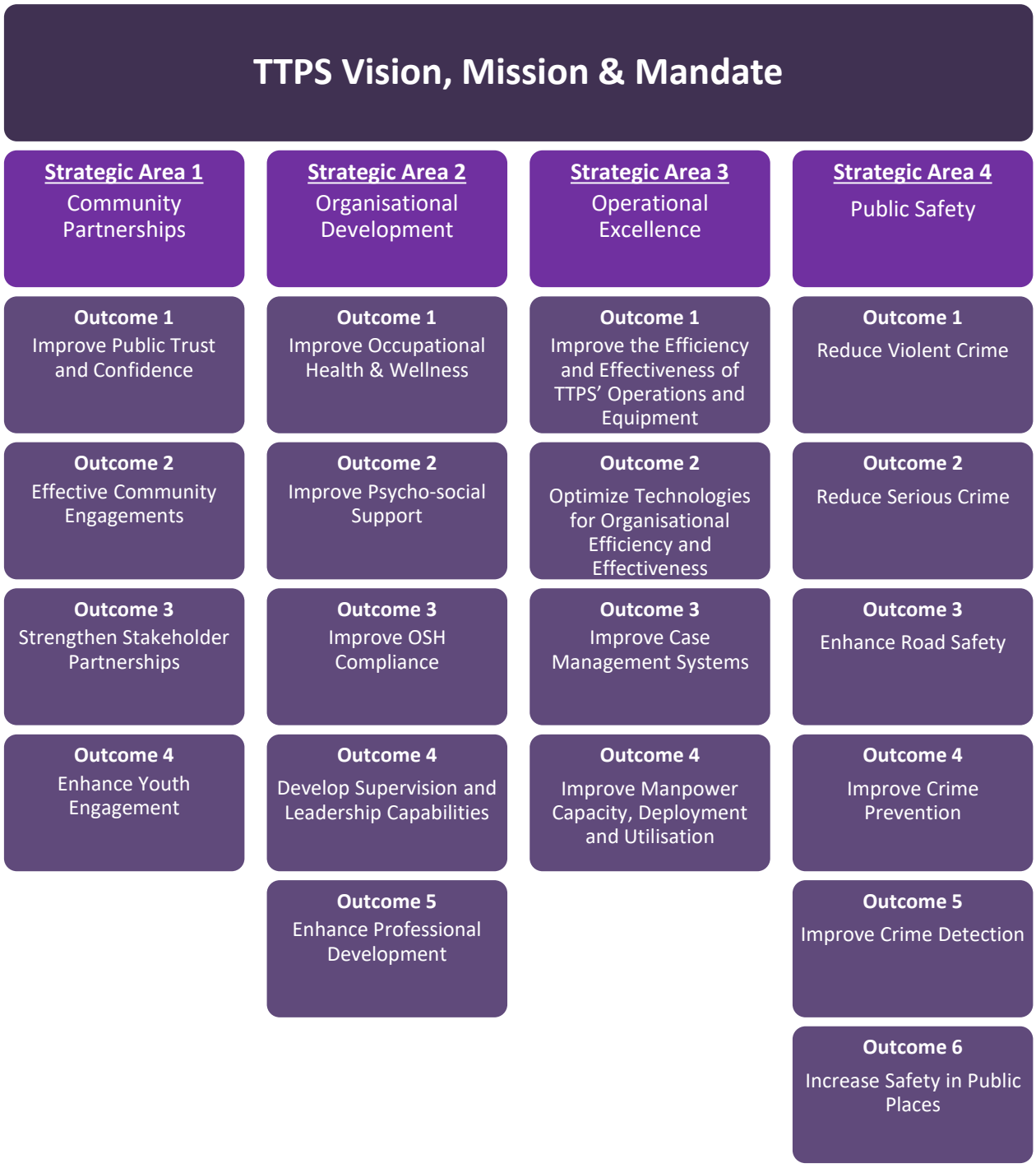
The plan articulates our tactics for the first year of the three-year Strategic Planning period. It includes four (4) Strategic Priority Areas:

i. **Community Partnerships**
ii. **Organizational Development**
iii. **Operational Excellence**
iv. **Public Safety**

These Strategic Priority Areas, as represented in Figure 1 below, provide a comprehensive framework for the organization’s delivery of high-quality service to its internal and external customers.

The Operating Plan 2025 signifies the leadership's confidence in the strategies that will be implemented to ensure safety and security in every community, while also demonstrating the TTPS's determination to overcome any challenges encountered.

Figure 1: TTPS Strategic Planning Framework 2022-2024 (as amended)



2.0 TTPS IN CONTEXT

WHERE ARE WE NOW?

Human Resource Distribution

The Table below outlines the approximate distribution of human resources (active only) by employee type as at December 2024.

Table 1: TTPS Human Resource distribution (actual strength)

Employee Type	Male	Female	Grand Total
Regular Officer	4165	1745	5910
Special Reserve Police	1724	838	2562
Civilian	319	724	1043
Grand Total	**6208**	**3307**	**9515**

Source: HR Branch and Civilian HR Management Unit

The Organizational structure for the current strategic planning period is reflected at Figure 2 below, however is subject to review in 2025.

Figure 2: TTPS New Organizational Structure

Commissioner of Police	**DCP Administration & Support**	ACP Administration	Finance Branch Firearms Section Human Resource Department (HR Branch, SRP Branch) Police Band Police Health Facility Police Academy Social Work Unit Information and Communication Technology (IT & Telecom)
		ACP Specialized Support	Community Oriented Policing Section Mounted and Canine Branch Traffic and Highway Patrol Branch Transport Branch
		Civilian Heads	Head Administration / Administration Unit Director HR/ Human Resource Management Unit Head Information and Communication Technology Head Planning & Project Implementation / P&PI Unit Provost

Commissioner of Police	DCP Intelligence & Investigations	ACP Central Intelligence Bureau	Crime and Problem Analysis Branch Cyber and Social Media Unit Interpol Special Investigations Unit (TOCU, CTU & SIU Task Force)
		ACP Criminal Division	Court and Process Branch Criminal Investigations Department/Criminal Records Office (CID/ CRO, Immigration, SVS, AKU, MATF, Case Management Special Investigations) Homicide Bureau of Investigations (Homicide, SERU, Cold Case Unit & Justice Protection) Professional Standards Department (PSB & Complaints) Special Victims Department (GBVU, SOU & CPU) Victim and Witness Support Unit
		ACP White Collar Crime	Anti-Corruption Investigation Bureau Financial Investigation Branch Fraud Squad
		ACP Special Branch	Special Branch Research Analytical Unit Multi Option Police Section Terrorism Interdiction Unit

Commissioner of Police	DCP Operations	ACP North West	Port of Spain Division Western Division
		ACP North East	Northern Division North Eastern Division
		ACP South Central	Central Division Southern Division South Western Division
		ACP Tobago & Eastern	Eastern Division Tobago Division
		ACP Tactical Support	Coastal and Air Support Unit Emergency Response Patrols (E999 Operational Command Center) Guard and Emergency Branch Inter-Agency Task Force (including National Operations Task Force) TTPS Operations Command Centre

Commissioner of Police	Head EMS	Staff Officer Monitoring, Evaluation and Compliance Unit Corporate Communications Unit Research & Policy Unit
		Executive Assistant Head Legal/Legal Unit Head Finance Internal Audit Unit

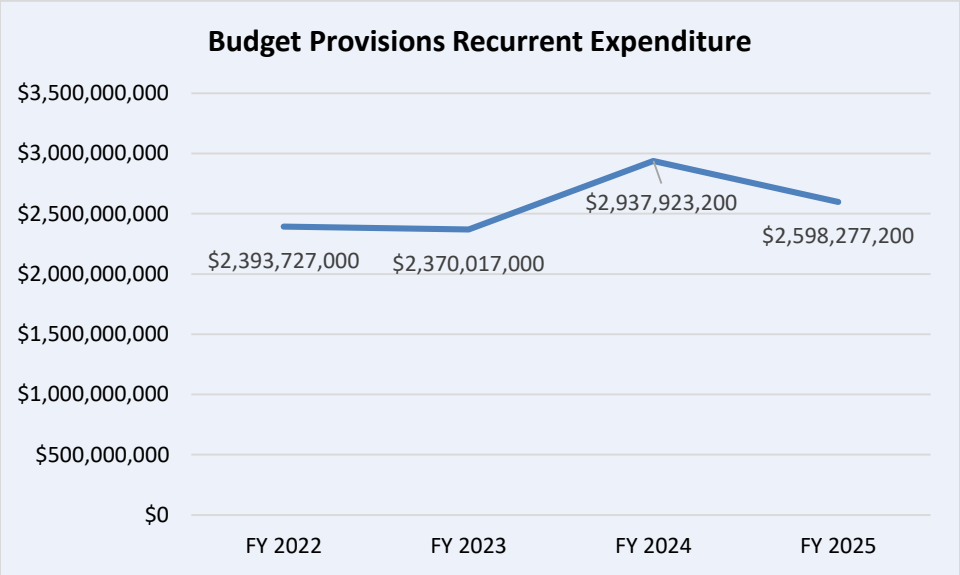
Financial Position

According to the World Bank's Global Economic Prospects report published in January 2025, global growth is projected to remain steady at 2.7% in 2025 and 2026, maintaining the pace observed in 2024. The United Nations' World Economic Situation and Prospects report, also released in January 2025, forecasts global economic growth at 2.8% for 2025, unchanged from 2024, with a slight increase to 2.9% in 2026.

According to the International Monetary Fund's (IMF) latest projections, Trinidad and Tobago is forecasted to register real Gross Domestic Product (GDP) growth rates of 2.4% in 2025 and 2.2% in 2026. However, challenges such as declining domestic oil and gas production may impact medium-term growth prospects.

In this context the TTPS must continue to exercise prudent financial management and direct execution of its operations to focus on high priority initiatives. The budgeted provision for Fiscal Year 2025 has decreased from $2.94B in Fiscal 2024 to $2.59B for the current fiscal year (see Figure 3).

Figure 3: Ministry of Finance Estimates of Recurrent Expenditure FY 2022-2025



Physical Resources

Effective physical resource management is crucial to the success of the TTPS in achieving its goals and objectives, as employees need the appropriate tools to perform their duties efficiently and effectively. Given limited resources, the TTPS must adopt a strategic approach to resource allocation, ensuring optimal utilization.

The Table below outlines the approximate number of selected TTPS Equipment (serviceable only) by type as at December 2024.

Table 2: Selected TTPS Equipment

Item	Number Serviceable	% Serviceable
AFIS Systems	8	88.9%
Body Worn Cameras	731	90.8%
Cameras (Photography)	61	67.8%
CCTV Cameras	888	68.5%
Coastal Vessels	7	63.6%
Drones	10	71.4%
E-Ticketing Devices	168	86.2%
Field Sobriety Test Kits (DUI)	106	82.8%
GPS Handsets	46	58.2%
Laser Speed Guns	12	92.3%
Pepper Spray	465	76.4%
RBT Evidential Analysis Kits (DUI)	59	88.1%
Tasers	480	85.4%
Video Cameras	11	42.3%
Wireless Chargers	765	96.2%
Wireless Handheld Sets	1494	87.3%
Zebra Cameras	61	96.8%
Grand Total	**6242**	**79.4%**

RESULTS BASED MANAGEMENT AND MONITORING

The Performance Targets for each strategic priority area below are the results which are expected through implementation of the related core strategies and action items. The Performance Targets therefore represent outcome level results and are subsequently broken down into action items that create the foundation for success to be achieved.

Due to the interconnected nature of the strategies being pursued, Performance Targets are in many cases connected to several action items. For tracking and reporting purposes (to avoid duplication) each target will be directly pinned to one primary outcome only.

Priority action items for 2025 are highlighted in this document, it therefore addresses action items that arose in the 2025-2027 Strategic Plan which will be the focus for Year 1 of the Strategic Planning period. It should also be noted that several performance targets and action items are high value assets and therefore heavily contingent on the timely release of sufficient budgetary allocations to the TTPS.

SUMMARY OF PERFORMANCE METRICS FOR 2025

3.0 STRATEGIC PRIORITY #1

Community Partnership

COMMUNITY PARTNERSHIP - OUTCOMES AND ACTIONS WITH TARGETS

Table 3:: Key Performance Indicators for 2025 under Community Partnerships

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

[1] All targets are to be read as minimums

Table 4:: Community Partnerships - Priority Action Items for each Outcome

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
1.1 Outcome: Improve Public Trust and Confidence					
1.1.1	Develop and implement specific training courses on procedural justice for frontline officers.	DCP Operations	Provost	Dec 2025	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 Administration	ACP Specialised Support	Jun & Dec 2025	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 Administration	Head Corporate Communications	Jun & Dec 2025	Submit at least 1 positive article per month to media platforms
1.1.4	Increase deployment of body worn cameras.	DCP Operations	Regional ACPs	Dec 2025	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 Operations	Regional ACPs	Jun & Dec 2025	At least 6 town meetings a year per Division
1.2.2	Appoint Community Liaison Officers in each station district.	DCP Administration	ACP Specialised Support	Dec 2025	Appoint 1 Liaison Officer per station district
1.2.3	Integrate app features to allow for community dialogue.	DCP Administration	Head IT	Dec 2025	App Feature enabling community dialogue operational
1.2.4	Conduct public awareness on domestic violence in each Division.	DCP Intelligence & Investigations	Regional ACPs Head - Corporate Communications	Jun & Dec 2025	At least one DV focused seminar per quarter in each Division
1.2.5	Establish and implement Police Community Outreach Programme in all Divisions.	DCP Operations	ACP Specialised Support	Dec 2025	Police Community Outreach Programme established in 6 Divisions in Year 1

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
1.3 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 Intelligence & Investigations	ACP CIB	Dec 2025	Develop an internal intelligence communication and collaboration policy
1.3.2	Enforce guidelines established for the operation of station councils.	DCP Operations	Regional ACPs	Dec 2025	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 Operations	Regional ACPs	Dec 2025	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 Operations	Regional ACPs	Dec 2025	Neighbourhood Watch group policy to be drafted and completed within Year 1
1.4 Outcome: Enhance Youth Engagement					
1.4.1	Facilitate implementation of structured sporting and cultural programmes through Police Youth Clubs.	CoP	ACP Specialised Support	Dec 2025	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 Administration	ACP Specialised Support	Dec 2025	Policies to be enforced

4.0 STRATEGIC PRIORITY #2

Organisational Development

ORGANISATIONAL DEVELOPMENT - OUTCOMES AND ACTIONS WITH TARGETS

Table 5:: Key Performance Indicators for 2025 under Organisational Development

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

Table 6:: Organisational Development - Priority Action Items for each Outcome

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
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 Administration	Senior Police Doctor	Dec 2025	Operationalise the PHF in Southern Region
2.1.2	Develop MOU with each RHA for various medical services to complement the PHF.	DCP Administration	Senior Police Doctor	Dec 2025	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	ACP Administration	Dec 2025	Board of management for the Police Health Facility implemented
2.1.4	Acquire Health and Wellness Facility in Tobago.	DCP Administration	Head Planning	Dec 2025	New Health and Wellness Facility acquired in Tobago.
2.1.5	Conduct Health and Wellness Caravans in each Division.	DCP Administration	Senior Police Doctor	Dec 2025	Six Health and Wellness Caravans conducted annually
2.1.6	Publish and promote fitness and wellness policy.	DCP Administration	Senior Police Doctor	Dec 2025	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 Administration	Head SSS	Jun 2025	Acquire 3 mobile lines by June 2025
2.2.2	Review and implement the EAP policy.	DCP Administration	Head SSS	Jun 2025	Implement a revised EAP policy
2.2.3	Increase sensitization on stress management and mental health for police officers.	DCP Administration	Head SSS	Dec 2025	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 Operations	Head Planning ACP Tactical	Dec 2025	Evacuation plans developed and publicized by December 2025

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
2.3.2	Review and update Emergency Crisis Response Policy.	DCP Operations	Head PHF	Dec 2025	Policy reviewed by December 2025 (updated by Jun 2026)
2.3.3	Upgrade infrastructure at Police Buildings to enhance physical appearance.	DCP Administration	Head Planning	Dec 2025	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 Administration	Provost	Dec 2025	100 officers trained annually
2.4.2	Review and Revise the PMAS training manual.	DCP Administration	ACP Administration Director HR	Sep 2025	Review and Revise PMAS Training Manual by September 2025
2.4.3	Establish and implement training needs assessment platform on PMAS System.	DCP Administration	Director HR ACP Administration	Dec 2025	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 Operations	ACP Administration	Dec 2025	Committee established in all Divisions by December 2025
2.5.2	Train and retrain persons in the effective use of the Body Worn Camera.	CoP All DCPs	Provost	Dec 2025	Train 500 officers per year in use of BWCs
			All ACPs	Dec 2025	70% of BWCs in active use each month
2.5.3	Training in Computer Literacy and software use.	DCP Administration	Provost / Head Planning	Dec 2025	Train 500 officers annually in Computer Literacy
				Dec 2025	200 persons trained in the usage of new software
2.5.4	Develop an induction training policy for specialist sections	DCP Administration DCP I&I	ACP Administration	Dec 2025	Induction Training Policy to be developed by December 2025

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
2.5.5	Implement mandatory 'Hot pursuit' driving training for all police officers allowed to drive police vehicles.	DCP Administration	ACP Administration	Dec 2025	Develop and include hot pursuit programme at the Police Academy Driving Unit
				Dec 2025	Develop a train the trainer driving programme (for implementation in 2026)

5.0 STRATEGIC PRIORITY #3

Operational Excellence

OPERATIONAL EXCELLENCE - OUTCOMES AND ACTIONS WITH TARGETS

Table 7:: Key Performance Indicators for 2025 under Operational Excellence

No.	Outcomes	Metrics for Success	Performance Target 2025[1]
1	**Improve the Efficiency and Effectiveness of TTPS Operations and Equipment**	Increased organisational ability to respond effectively based on communication and intelligence-sharing across internal units	3.1 65% of senior officers surveyed indicate that organizational ability to effectively share intelligence has improved
		Increased employee satisfaction with internal technological infrastructure	3.2 10% increase in employee satisfaction with internal technological infrastructure
		Increased use of centralized electronic data collection systems	3.3 At least 1 additional centralized electronic data collection system in use under Administration
		Reduction in the number of non-functional police vehicles	3.4 15% reduction in number of non-functional police vehicles
2	**Optimise Technologies for Organisational Efficiency and Effectiveness**	Increase in services available to the public via TTPS website	3.5 At least 1 new service introduced via the TTPS website
		Improvement in data driven decisions	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**	Reduce case backlog	3.7 10% decrease in backlog of SRC & WCC cases
		Reduce non-attendance of complainants	3.8 10% decrease in non-attendance of complainants in court
		Increase in persons trained in case management	3.9 10% increase in persons trained in case management

No.	Outcomes	Metrics for Success	Performance Target 2025[1]
4	**Improve Manpower Capacity, Deployment and Utilisation**	Employee satisfaction with the PMAS system	3.10 5% increase in employee satisfaction with PMAS system
		Effective deployment of human resources	3.11 Reduction in gap between Actual Strength and Sanctioned Strength
		Increased employee satisfaction with internal services	3.12 *N/A in Year 1 - 2025 ESS establishes the baseline. This target speaks to internal services provided by Finance, HR and ICT*

Table 8:: Operational Excellence - Priority Action Items for each Outcome

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
3.1 Outcome: Improve the Efficiency and Effectiveness of TTPS Operations and Equipment					
3.1.1	Strengthen the Facilities Management Unit	DCP Administration	Head Planning Director HR	Dec 2025	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 Administration	Head Planning Head Finance	Sep 2025	A needs assessment of fixed assets is conducted by September 2025
3.1.3	Enforce the Revised Fleet Management Policy	DCP Operations	Head Planning ACP Administration	Dec 2025	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 Administration	Head Planning ACP Administration	Dec 2025	A review of vehicle needs is conducted by December 2025
3.1.5	Disposal of existing unserviceable police vehicles	CoP	ACP Administration Head Planning	Dec 2025	In keeping with TTPS policies dispose of 20% of unserviceable police vehicles
3.1.6	Disposal of impounded and abandoned civilian vehicles	CoP	ACP Administration Head Planning	Jun 2025	Establish Divisional listing of impounded and abandoned civilian vehicles in police custody
				Dec 2025	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	Head Finance	Jun 2025	A framework is established for the procurement process by June 2025

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
3.1.8	Establish Service Level Agreements (SLAs) for new purchases of equipment	DCP Administration	Head Finance	Sep 2025	By September 2025, Service Level Agreements (SLAs) are developed for purchase of new equipment
3.1.9	Fully equip all Divisional Operating Centres	DCP Operations DCP Administration	Regional ACPs ACP Administration	Dec 2025	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 Administration	ACP Tactical Support	Jun 2025	Pilot Project for improved data collection launched in 2 Divisions
				Dec 2025	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 Administration	Head Planning ACP Administration	Jun 2025	A Green Policy is developed by June 2025
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 Administration	Head IT	Sep 2025	Specific list of software and devices required for tactical operations developed by September 2025
				Dec 2025	Procurement process commenced by December 2025.
3.2.2	Digitization of crime reporting processes and feedback on police follow-up.	DCP Administration	Head IT	Dec 2025	Implement electronic station diary in 10 stations by December 2025
3.2.3	Expand Direct Data Entry Project	DCP Intelligence & Investigations	ACP Criminal Division Head IT	Dec 2025	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 Administration	Head IT	Dec 2025	Digitization approximately 25% completed by December 2025

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
3.2.5	Establish and enable minimum standards for hardware and software at different levels in Sections, Units, Branches and Stations	DCP Administration	Head IT	Dec 2025	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 Intelligence & Investigations DCP Operations	ACP Criminal Division	Dec 2025	Carry out 3 workshops on case file preparation by December 2025
3.3.2	Train officers in the proper handling and management of technological devices for evidential purposes	DCP Administration	Provost ACP CIB	Dec 2025	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 Administration	ACP Administration	Jun 2025	Develop an Ex-Officio JP Manual for use by Ex Officio JPs by June 2025
				Dec 2025	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 Operations	ACP Criminal Division & Regional ACPs	Dec 2025	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 Administration	Director HR and ACP Administration	Dec 2025	Conduct a workforce analysis every 2 years
3.4.2	Conduct employee satisfaction survey biennially and consider recommendations	DCP Administration	ACP Administration	Dec 2025	Conduct employee satisfaction survey biennially Advise on the implementation of reasonable recommendations

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
3.4.3	Conduct quarterly Secondary Schools outreach caravan in each division with emphasis on TTPS Recruitment.	DCP Administration	Regional ACPs	Dec 2025	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 Operations DCP Intelligence & Investigations	All ACPs	Sep 2025	By September 2025, develop and implement SOPs at each Division, Branch, Section and Unit based on the competencies required at that Department or Division

6.0 STRATEGIC PRIORITY #4

Public Safety

PUBLIC SAFETY - OUTCOMES AND ACTIONS WITH TARGETS

Table 9:: Key Performance Indicators for 2025 under Public Safety

No.	Outcomes	Metrics for Success	Performance Target
1	**Reduce Violent Crime**	Reduction in Violent Crimes	4.1 15% reduction in Violent Crimes
		Reduction in Murders	4.2 15% reduction in Murders
		Increase in persons charged for gang related offences under the Anti-Gang Act	4.3 10% increase in persons charged under the Anti-Gang Act
		Increase in arrests of priority offenders	4.4 15% increase in arrests of priority offenders
2	**Reduce Serious Crime**	Reduction in Serious Crimes	4.5 10% reduction in Serious Crimes
		Reduction in Domestic Violence	4.6 10% reduction in domestic violence related incidents
		Reduction in Larceny of Motor Vehicles	4.7 20% reduction in LMV
		Increase in illegal Firearms recovered	4.8 15% increase in illegal Firearms recovered
3	**Enhance Road Safety**	Reduction in Fatal RTAs	4.9 5% reduction in fatal RTAs
		Reduction in RTAs	4.10 5% reduction in RTAs
4	**Improve Crime Prevention**	CPTED Projects completed successfully based on verification process	4.11 12 CPTED projects completed and positive results verified

No.	Outcomes	Metrics for Success	Performance Target
		Focussed deterrence initiatives completed successfully based on verification process	4.12 4 focussed deterrence initiatives completed and positive results verified
5	**Improve Crime Detection**	Increase in detection of murders	4.13 10% increase in detection of murders
		Increase in detection of violent crimes	4.14 20% detection rate for violent crimes
		Increase in detection of white-collar crime	4.15 5% increase in detection of white-collar crime
6	**Increase Safety in Public Places**	Reduction in fear of crime	4.16 *N/A in Year 1. Perception and Fear of Crime survey conducted in 2026*
		Improved public perception of safety in public places	4.17 *N/A in Year 1. Public Satisfaction Survey in 2025 establishes the baseline*
		Reduction in reported incidents of school violence	4.18 *N/A in Year 1. School violence statistics in selected intervention schools for 2025 establishes the baseline*

Table 10:: Public Safety - Priority Action Items for each Outcome

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
4.1 Outcome: Reduce Violent Crime					
4.1.1	Expand Eagle Eye initiative in all 10 Divisions	DCP Operations	Regional ACPs	Dec 2025	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 Operations DCP Administration	Head IT & Regional ACPs	Dec 2025	Geo fenced areas prone to VC established
4.1.3	Enhance capacity for disruption of priority offenders	DCP Intelligence & Investigations DCP Operations	ACP Criminal & Regional ACPs	Jun 2025	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 Operations DCP Intelligence & Investigations	Regional ACPs	Dec 2025	5% increase in Warrants executed
4.2.2	Increase patrols in areas identified as susceptible to LMV	DCP Operations	Regional ACPs	Dec 2025	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 Operations DCP Administration	ACP Specialised Support Regional ACPs	Dec 2025	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 Administration	Head – Corporate Communications	Dec 2025	1 new road safety social media campaign launched
4.3.3	Continue enforcement of Speed and DUI Exercises	DCP Administration DCP Operations	ACP Specialised Support	Dec 2025	10% increase in speed and DUI exercises.
4.3.4	Increase capacity to enforce Traffic Breaches	DCP Administration	ACP Specialised Support	June 2025	Increase number of officers on the system able to issue tickets by 5%

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
4.4 Outcome: Improve Crime Prevention					
4.4.1	Develop and Implement Focused Deterrence Strategies	DCP Operations	Regional ACPs	Dec 2025	Introduce at least 1 focused deterrence strategy per ACP region by December 2025
4.4.2	Implementation of CPTED initiatives	DCP Operations	Regional ACPs & ACP Specialised Support	June & Dec 2025	Implement one CPTED project in each Division every six months.
4.4.3	Train officers in Crime Prevention Strategies and best practices	DCP Administration	Provost	Dec 2025	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 Administration	Head – Planning Director HR Provost	Dec 2025	Recruit 1 Senior Researcher Recruit 1 Field Research Officer Recruit 1 BOA
4.4.5	Expand CASU for better border protection	DCP Operations	ACP Tactical Support	Dec 2025	Review sanctioned strength of CASU
4.4.6	Increase Border Protection in coastal areas	DCP Operations	ACP Tactical Support	Dec 2025	5% increase in coastal patrols
				Dec 2025	Repair and refurbish 2 existing coastal patrol vessels
4.4.7	Partner with private and public sector stakeholders to implement location-based crime prevention interventions	DCP Intelligence & Investigations	ACP Criminal	Dec 2025	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 Intelligence & Investigations	ACP C.I.B	Dec 2025	Conduct a Needs Analysis of the CSMU
4.5.2	Increase investigative capacity in all Divisions.	DCP Operations	Regional ACPs	Jun & Dec 2025	1 training course to enhance investigative capacity facilitated through Police Academy every 6 months

No.	Action Item	Executive Responsibility	Functional Responsibility	Timeline	Targets
4.6 Outcome: Increase Safety in Public Places					
4.6.1	Optimize patrols, mobile/foot, using data analytics for high-priority areas	DCP Operations	Regional ACPs	Dec 2025	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 Operations	Regional ACPs	Dec 2025	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]*
4.6.3	Collaborate with selected schools to develop projects aimed at reducing and preventing school violence	DCP Operations	Regional ACPs	Dec 2025	Establish project agreements with identified priority schools
4.6.4	Expand mentorship programmes for at-risk youth	DCP Operations DCP Administration	Regional ACPs	Dec 2025	Expand Mounted and Canine and COPS mentorship programmes to 1 additional Division

7.0 CONCLUSION

Challenged by a high demand for policing services and constrained by limited time and resources, the Trinidad and Tobago Police Service will continue to exert its best efforts as it strives to ensure the safety and security of all persons residing within, or visiting our twin island republic.

The TTPS is committed to executing its mandate and achieving the strategic objectives we have set for ourselves. Officers will work with passion and compassion to deliver on the targets we have set out in this Operational Plan 2025.

We acknowledge there is still much work to be done to reverse the current trends, but we remain resolute in our determination to forge ahead with diligence and purpose, confident that we possess the capacity and capability to succeed in our endeavours. In doing so, we re-affirm our pledge to continue to Protect and Serve with the highest standard of Professionalism, Respect, integrity, Dignity and Excellence.

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