



RESPONSES TO RECOMMENDATIONS / COMMENTS

**Meeting of the TTPS with the Joint Select Committee
Established to enquire into and report to Parliament on
Ministries (Group 2) and Statutory Authorities and State
Enterprises falling under their purview**

Submitted : Monday 27th January, 2014

Trinidad and Tobago Police Service
Responses to the Recommendations / Comments of
the Fourteenth Report of the Joint Select Committee of Parliament
on Ministries, Statutory Authorities and State Enterprises (Group 2)
on the Administration and Operations of the Trinidad and Tobago Police Service
(with specific focus on efforts at maintaining law and order)

4. FINDINGS AND RECOMMENDATIONS

4.1 Your Committee considered the oral and written evidence received against the established objectives of the inquiry and submits the following findings and recommendations:

OBJECTIVE 1

To determine the current crime fighting initiatives being implemented

4.1.1. The Committee was encouraged by the current efforts of the TTPS to combat the high level of criminal activities in the country. In particular, the Committee acknowledges the following strategies and initiatives:

- The adoption of a more proactive approach to crime fighting that involves a general increase in police presence and visibility, particularly in so called crime “hotspots”;
- Greater use of statistics and scientific methodologies to inform crime fighting initiatives;
- The increase in the number of Homicide and Crime Scene Investigators;
- Increased used of Information and Communication Technology into the operations of the TTPS including the installment of CCTV Cameras throughout the country and the equipping of Police Vehicles with GPS
- The redeployment of officers that were performing administrative duties;
- An enhanced public outreach/engagement programme.

4.1.2. It appears that the application/operation of the aforementioned strategies may have contributed to the reductions in the level of serious crimes during the year 2012, which continued into 2013. However, despite the notable reduction I the murder rate that was experienced earlier this year during the months of March and April, official statistics indicate that the murder rate in subsequent months was consistently higher than the months of March and April. As a result, the Committee was uncertain whether the purported reductions that were achieved in the first quarter

of 2013 was more of an anomaly than results produced by targeted and strategic crime fighting initiatives.

4.1.3. Notwithstanding the commendable efforts, the Committee was convinced that much more had to be done in order to produce a consistent reduction in the level of criminal activity. The Committee was concerned that evidence received did not indicate any specific strategies detected towards reducing the number of illegal firearms in the country. It was also concluded that much more needs to be done to counteract the mobility and interconnectivity of criminals in the country.

4.1.4 The Committee was somewhat surprised that the issue of gangs and crime syndicates were not reflected in any of the written submissions received, nor were they raised as an area of focus. It was also significant that there was no mention of a plan to understand the linkage between white collar and blue collar crime.

RECOMMENDATIONS

FIREARMS CONTROL

A. We recommend that a firearms control strategy be urgently instituted targeted at reducing the amount of firearms available to criminals. This initiative would require intense collaboration and coordination with other security agencies such as the Defence Force, since it must involve stemming the flow of firearms entering the Country.

RESPONSE

For the year 2013 the TTPS was able to recover 419 illegal firearms and 5,347 illegal rounds of assorted ammunition from the hands of criminals and potential users of illegal firearms. The firearm continues to be the weapon of choice used by the criminal elements to perpetrate crimes, particularly serious crimes such as murders, shootings and woundings. The TTPS accepts the recommendation and will institute a Firearm Control Strategy in 2014 as a matter of urgency.

B. We recommend that the Commissioner immediately engage an audit of licenced firearms to determine whether persons granted firearms license are still eligible for same, based on a review of certain criteria including risk or threat conditions. In addition, a person/ applicant with a

record of previous criminal conduct or anti-social behavior must be disqualified from carrying a licensed firearm.

RESPONSE

The TTPS accepts the recommendation and will conduct an audit of licensed firearms from March 2014.

- C. We recommend that resources be assigned to implementing effective strategies at border control to prevent illegal firearm importation and transshipment. To this end, the Committee strongly recommends a much more elaborate and intensive joint collaboration between the relevant agencies and the TTPS.**

RESPONSE

The Trinidad and Tobago Police Service, Trinidad and Tobago Coast Guard, Immigration Division, Trinidad and Tobago Air Guard and Customs & Excise Division convene regular meetings and briefing sessions in an effort to monitor and maintain a strong law enforcement presence to ensure that a high level of border, land and sea security is achieved at all times.

Specific attention is given through joint operations in the areas of South Western, Eastern, North Eastern and Western coastal areas. These operations are supplemented by land, sea and air assets of all agencies involved. The TTPS accepts the recommendation and will pursue a more elaborate and intensive joint collaboration with all relevant agencies.

MOBILITY & INTER-CONNECTIVITY OF CRIMINAL FORCES

- A. Further to the enactment of the Interception of Communications Act Chap 15:08 this Committee recommends the TTPS consider the strategic use of the provisions of this Act in relation to monitoring the activities of recognized criminals.**

RESPONSE

Further to the enactment of the Interception of Communication Act of 2010 the TTPS has carefully utilized the provisions granted under this Act particularly Sections 6, 8, 10, 12, 16 and 18. These provisions have enabled the TTPS to collaborate our efforts with (i) the Strategic Services Agency and Telecommunications Service Providers where the Act permits the monitoring of persons suspected to be perpetrators of crime for the purposes of intelligence gathering and to assist and guide operations conducted by law enforcement and (ii) for the purposes of obtaining Court Orders whereby the information obtained can be used as evidence in a court of law.

The TTPS is presently engaged in a number of investigations and intelligence led operations with the provisions made under the Interception of Communication Act. The TTPS notes the recommendation and will continue our monitoring and evidence gathering efforts of recognized criminals and suspected criminals.

B. We recommend the integration of policing resources such as CCTV Cameras, GPS systems, traffic control and air surveillance towards making significant inroads into the activity of criminals.

RESPONSE

The TTPS accepts the recommendation and is at present pursuing effective integration of policing resources in order to have a major impact on the activities of criminals.

GANGS AND ORGANIZED CRIME

A. We recommend appropriate amendments to the Anti-Gang Act of 2011. In this regard, consultation with stakeholders in the criminal justice system is an imperative.

RESPONSE

The TTPS has noted the Committee's recommendation to have appropriate amendments to the Anti-Gang Act of 2011 and to have consultation with the relevant stakeholders in the criminal justice system. This recommendation will be explored.

B. The Commissioner must take the lead to ensure that resources are mobilized to gather useful intelligence on Gang membership throughout the country. Intelligence data should include a register of symbols and or insignia (or other methods of identification); a register of members, for each gang, among other things.

RESPONSE

In 2012 the Criminal Intelligence Unit was renamed to include and is now called the Criminal Gang & Intelligence Unit (CGIU) under Departmental Order No. 80 of 2012 to give strategic focus to gang activity. The CGIU has since been engaged with other units such as the Inter Agency Task Force (IATF) and other Divisional Task Forces which pay special attention to gang activities and their membership.

Fundamental to the operations of the CGIU is profiling the various gangs, their membership, associates, displacement within and across each of the 9 Police Divisions and all other forms of information which may be deemed of significance to the police. The TTPS is intensifying its intelligence gathering effort to ensure that there is marked improvement in dismantling gangs.

OBJECTIVE 2

To inquire into additional plans to abate the increasing spate of crimes in the country

4.2.1. The Committee commends the efforts being made to recruit additional officers at a rate of eight hundred per year and the existing enlistment of five thousand (5,000) Special Reserved Police Officers.

4.2.2. However, the Committee was concerned about the inadequacies that exist in regard to accommodation for trainees at the Police Academy. Despite the Alternative arrangements that have been instituted vis-à-vis a venue at Chaguaramas, the method by which this alternative venue was to be streamlined was unclear.

RESPONSE

The venue at Chaguaramas has been earmarked for renovation to meet the standards for police training; however, one of the challenges of this venture is that this facility will only be available to the TTPS for six (6) months in 2014. The training methodology at this venue will be consistent with the training of recruits being conducted at the Police Training Academy.

- 4.2.3. The Committee was pleased to be informed about the other initiatives which include:
- i. Plans to indulge in continuous training for officers in critical areas of police science, cybercrimes and evidence-based policing to increase capacity and competence for crime fighting.
 - ii. Plans to upgrade the SERU to reduce the dependence on the Forensic Science Centre in investigating and analyzing crime.
 - iii. Plans to implement an automatic vehicle locator system to assist in the tracking, deployment and monitoring of police vehicles. It was also noted that this has already been implemented for 300 police vehicles and is expected to be completed by December, 2013.
 - iv. Plans to establish a national grid of CCTVs to capture and integrate coverage in remote locations which is on-going.

4.2.4. However, the Committee was disappointed to learn that the TTPS has not conducted an assessment of the impact of CCTV cameras on the overall crime fighting effort. The Committee was unclear on whether these cameras are actually used to monitor the movements of criminals and if so, how useful is the footage captured by the cameras been in the Courts.

RESPONSE

CCTV cameras are used with a three-prong approach by police officers whereby firstly, it is used proactively where the footage captured particularly in hot spot areas is used to monitor persons of interest to the police, their activities and movements and possession of illegal firearms, ammunition and narcotics. This information is used by our surveillance teams and also drives our

operations in these areas. Through CCTV intervention, a number of illegal firearms were seized and or found in 2013.

Secondly, the footage obtained gives real time coverage to incidents taking place on the ground and gives our Response Teams the added advantage to respond to criminal activities taking place especially in hot spot areas where there are heightened activities such as shootings, wounding and murders.

Thirdly, CCTV footage obtained also gives support where applicable to investigators whereby the footage captured once workable, may be used for evidential purposes before the court. A number of matters under investigation have been supported with CCTV footage; in many of those matters the investigators have secured the arrest of persons and some are presently before the courts for hearing. For 2013 approximately 1,507 matters were assisted by CCTV footage whilst under investigation.

RECOMMENDATIONS

POLICE TRAINING FACILITIES

- **We recommend that the necessary renovations and refurbishment be undertaken in order to provide recruits and staff with a modern and OSH compliant facility. This will certainly have a positive impact on trainees and facilitators.**

RESPONSE

The Police Training Academy has a functioning OSH Committee which is chaired by the Academy's Facilities Manager. In 2013, the Trinidad and Tobago Fire Services Department conducted an assessment of the Academy and submitted their findings. The recommendations made in the report in relation to OSH are being undertaken in conjunction with the 2013 report from Public Health to ensure that the academy becomes fully OSH compliant.

In addition, the Police Training Academy (PTA) is in the process of upgrading its facilities to provide a modern and OSH compliant learning and development institution. One of the major tasks to be undertaken in 2014 is the demolition of the old female dormitory. This will be replaced with modern OSH-compliant buildings which will include a Crime Scene House and a Simulation Centre. Both the multimedia facility and the electrical shop are earmarked to be refurbished this year. In the case of the latter, this venture will increase the electrical supply at the Academy.

The PTA is in the process of becoming a fully accredited learning institution.

CCTV CAMERAS

- **We recommend that a cost-benefit analysis be conducted to compare the actual costs of the installation and maintenance of these cameras and the benefits derived from their existence.**

RESPONSE

It is to be noted that CCTV Expansion is a project which is spearheaded by the Ministry of National Security with operational assistance from the TTPS. As such, all costing associated with camera upgrades and new installations are facilitated under the Ministry of National Security and not the TTPS budget. However, the TTPS has been able to benefit and make significant inroads with the use of CCTV cameras especially in hot spot areas which are better monitored and allow quicker response to be made by the police to incidents of crime or calls for service. For 2013, 578 cameras were installed/ upgraded in various areas and this expansion shall continue in 2014.

As mentioned previously, CCTV cameras are used with a three-prong approach by police officers whereby firstly, it is used proactively where the footage captured particularly in hot spot areas is used to monitor persons of interest to the police, their activities and movements and possession of illegal firearms, ammunition and narcotics. This information is used by our surveillance teams and also drives our operations in these areas. Through CCTV intervention, a numbers of illegal firearms were seized and or found in 2013.

Secondly, the footage obtained gives real time coverage to incidents taking place on the ground and gives our Response Teams the added advantage to respond to criminal activities taking place especially in hot spot areas where there are heightened activities such as shootings, wounding and murders.

Thirdly, CCTV footage obtained also gives support where applicable to investigators whereby the footage captured once workable, may be used for evidential purposes before the court. A number of matters under investigation have sought the assistance of CCTV footage; many of those matters were able to secure the arrest of persons and are presently being heard before the courts. For 2013 approximately 1,507 matters were assisted by CCTV footage whilst under investigation. The recommendation for a cost – benefit analysis to be conducted will be explored with the Ministry of National Security.

OBJECTIVE 3

To determine whether resources are being efficiently and effectively utilized according to best practice to execute crime fighting initiatives

Detection Rate

4.3.1. The Committee believes that the current crime detection rate is grossly unacceptable. There is no evidence of returns and or results accrued from the vast sums that have been allocated to the TTPS over the past decade. The poor detection rate is a serious indictment on the performance of the TTPS. The Committee concedes that to some extent a shortage in man power has contributed to the poor detection rate.

RESPONSE

The TTPS acknowledges that whilst we have achieved a 26% decrease in serious crimes for 2013 the detection rate stands at 17.9%. As part of our performance targets set for 2014, it is our intention to increase our detection rate by 5%. One of the methods that we have adopted for 2014 is the identification of the *solvability factors* and a regimen to fully explore these factors for each crime reported. This approach together with continued training of officers, additional Crime Scene Investigators, CCTV expansion in all of the 9 Police Divisions and greater use of technology and legislation such as the DNA usage, the Interception of Communications Act and

others, this target can be achieved as we seek to further integrate all resources technological and otherwise to ensure a positive change in the detection rate for 2014.

RECOMMENDATIONS

A. The Committee fully endorses plans to increase manpower resources in relation to homicide investigators, Crime Scene Investigators, Victims and witness support officers and other personnel required for improving the detection rate, and recommends that preliminary proposals in this regard be forwarded for the consideration of the relevant authority before the end of 2013.

RESPONSE

Sixty-nine civilians recently graduated as Crime Scene Investigators (CSI). One of the pre-requisites for the position was that applicants had to be in possession of a degree. After the training the Crime Scene Investigators were enlisted as Special Reserve Officers. In relation to the Victim and Witness Support Officers, it is the intention of the TTPS to have all vacancies filled during the course of 2014.

B. We recommend that the TTPS, the DPP and other stakeholders in the criminal justice system undertake a thorough review of the prosecution process and personnel employed therein to identify systemic failures that are likely at the root of the failure of the system.

RESPONSE

There is already some level of collaboration between the TTPS and the DPP. This collaboration will extend to other stakeholders with the amendments to the Evidence Act before Parliament. It is on hold pending amendments to the Evidence Act which will help to improve the detection rate in areas such as fingerprinting of suspects, detainees, illegal immigrants, deportees.

Resource allocation/prioritization

4.3.2. The Committee considers the granting of a separate Head of Expenditure as a progressive move. Granting financial autonomy to those who are responsible for executing law enforcement is commendable. However, the Committee is not convinced that this administrative adjustment has resulted in an improvement in the effectiveness and responsiveness of the TTPS to the needs of the country. It has been demonstrated in many scenarios that an increase in funding may not necessarily expiate to an increase in results or output.

4.3.3 It was noted that personnel expenditure (comprising primarily salaries and allowances) accounts for the largest percentage of the allocations granted to the TTPS. Submissions confirmed that in 2011 some \$1.1Billion was directed towards personnel expenditure. In 2012, the amount spent on personnel expenditure was similar: \$1.1 Billion or 69% of a total allocation of approximately \$1.6 Billion. This is in contrast with the much smaller amount spent on minor equipment: \$34 million in 2011 and \$19 Million in 2012. The ratio of personnel expenditure to that of minor equipment is extremely disproportionate.

RESPONSE

The Allocation towards personnel expenditure is based on the actual establishment of the Trinidad and Tobago Police Service and the rates used are the salaries and allowances agreed to between the Chief Personnel Officer and Trinidad and Tobago Police Service Social and Welfare Association. The TTPS supports an increase in allocation to fund the purchase of minor equipment.

4.3.4. The Committee concedes that proper compensation to police officers is an imperative. However, the disproportionality between the provisions for remuneration versus equipment is significant, particularly given the frequency of complaints from the public regarding the lack of police vehicles to facilitate a speedier response to crime reports. Value for money must be an underlying financial principle in the operations of the police service.

RESPONSE

Allocations towards Minor Equipment Purchases are based on a needs assessment. The question of the lack of police vehicles to facilitate a speedier response to crime has now been effectively addressed with the acquisition of over 300 additional vehicles for the Police Service in the latter part of 2013.

RECOMMENDATIONS

A. We recommend that the Commissioner ensures that resources are allocated to achieve strategic objectives and to produce results. Expenditure to provide the necessary tools

and equipment to enhance the poor performance of the TTPS must not be sacrificed.

An appropriate balance must be achieved in the prioritization of expenditure.

RESPONSE

The TTPS has noted the recommendation and will seek to ensure that the appropriate balance is achieved in the prioritization of expenditure.

B. Given the increase in financial autonomy granted to the Commissioner of Police, the Committee strongly suggests that appropriate executive and legislative oversight mechanism be instituted to scrutinize the use of resources by the Commissioner of Police and his executive team. Further, in accordance with the stipulations of Section 66A and 66D of the Constitution, the Commissioner of Police should cause to be laid in Parliament an Annual Administrative Report for the year 2012/2013.

RESPONSE

The TTPS will prepare an Annual Administrative Report for the year 2012/ 2013 for laying before Parliament.

Tools, equipment, technology, manpower resources and training

4.3.5. In this regard, the Committee noted that greater focus is being placed on incorporating technology into the operations of the TTPS. This is an imperative, since there is a challenge in acquiring eye witness evidence and testimonies due to high level of distrust by members of the public towards police officers. The lack of public confidence in the TTPS has proven to be detrimental to the ability of the police to conduct successful investigations, solve crimes and acquire useful evidence. Therefore, in lieu of eye witness testimonies and evidence, it is even more important for the TTPS to find alternative methods of gathering admissible evidence. Therefore, as was stated above, the Committee considers the installment of GPS in Police Vehicles as a project that is long overdue.

4.3.6. The Committee, nonetheless remains concerned that the increased use of technology and equipment has not translated into meaningful reductions in criminal activity or alternatively to a higher crime detection rate.

RESPONSE

As mentioned previously, the increased use of technology and equipment has been very influential in assisting police officers to secure the arrest of criminals. For 2013, approximately 1,507 matters were assisted by CCTV footage whilst under investigation. Together with continued training of officers, additional Crime Scene Investigators, CCTV expansion in all of the 9 Police Divisions and greater use of technology and legislation such as the DNA usage, the Interception of Communications Act and others, this target can be achieved as we seek to further integrate all resources technological and otherwise to ensure a positive change in the detection rate for 2014.

4.3.7. As noted previously, the Committee concurs that the recruitment of additional officers to fill vacant positions and to allow the service to attain its sanctioned strength is an important objective. **Therefore, the Committee was surprised to learn that the TTPS had not conducted a country analysis to determine the actual number of police officers and by extension the number of vehicles and other equipment required to service the two islands.**

RESPONSE

Audits were carried out to ascertain the manpower and vehicle shortage in 2010 and 2013. Another audit is planned for 2014.

The overall shortage of manpower in various units is being addressed based on the recruitment and deployment of Special Reserve Police Officers. This is an on-going process. However, priority is given to the filling of vacancies in Specialist units and 'high crime areas' such as Northern Division, Port-of-Spain Division, North-Eastern Division and Western Division.

No country analysis has been conducted by the TTPS; however, based on the sanctioned strength, the TTPS is short by over 1,000 officers.

To augment this shortfall, there has been continuous recruitment to meet the target of 5,000 Special Reserve Police. To date 1,000 have been trained and another batch is in training.

There are 1,683 vehicles at the end of 2013, a 20% increase over the number in 2012. The Global Positioning System (GPS) has been installed in 800 vehicles. Other resources such as technology are being implemented incrementally into the Service.

In addition, 2,500 new bulletproof vests have been purchased.

Other initiatives undertaken by the TTPS in 2013 included:

- The computerization of property rooms (Western, North-Eastern and Northern).
- The implementation of the Rapid Response Unit, which are operating in three (3) Divisions namely, Northern, North Eastern and Western and will roll out to other Divisions.

4.3.8. With respect to training, the Committee was informed that eighteen (18) Specialist Crime Scene Investigators (CSIs) are engaged in training to support Homicide Investigators and that there are plans to provide additional training for Homicide Investigators. Additionally, it was revealed that there are plans to train officers in customer service orientation to treat effectively with members of the public. Plans to provide continuous training for officers in the critical areas of police science, cybercrimes and evidence-based policing among others capacity and competence for crime fighting were also mentioned.

4.3.9. The Committee also welcomed the TTPS initiatives to:

- a. Acquire new fleet of police vehicles to increase patrol;
- b. Engage in DNA testing;
- c. Make use of CCTV cameras; and

Make use of a laser system to detect speeding

RECOMMENDATIONS

A. We fully endorse a more technologically driven police force that is well trained in the operation of equipment and devises to ensure maximum output and value for money.

B. We recommend that regional/divisional command centres be established with the capacity to pool footage from CCTV camera, statistics from Compstat data base,

map the location of police vehicles via their newly installed GPS system as well as to incorporate other intelligence data in order to produce quick, effective and accurate responses to reports of crime.

RESPONSE

As the TTPS continues to build its technological capacity to further our capabilities in the fight against crime, it is the intention to have a fully integrated system within each of the 9 Police Divisions giving operational commanders direct access to deploy all resources to maximize coverage in all areas. It is envisioned that all Divisions shall be outfitted with a command centre where vehicles can be monitored and deployed accordingly based on COMPSTAT, GPS monitoring and CCTV capabilities. The installation of these structures commenced in 2013 and shall continue advancement in 2014 as we continue to develop scientifically.

- C. The Committee expects that the commission would prioritise his resources appropriately, as was indicated in the budget statement for fiscal 2013/2014, to ensure the implementation of these initiatives on time and without cost overruns during the financial year.**
- D. As a matter of priority, the TTPS should engage the services of an internationally recognized institution that specializes in criminology, crime suppression strategies and societal issues to acquire information on the number of officers required to successfully manage crime in Trinidad and Tobago.**

RESPONSE

In 2013, Cambridge University, which specializes in criminology, trained 200 middle managers (Sergeants and Inspectors) in evidence-based policing for approximately three (3) months.

The University assisted the TTPS with a hotspot policing experiment whereby 40 Police Stations were chosen for the experimental design: 20 were the control stations, and 20

stations given treatment. The stations given treatment were given additional focused patrols, held weekly CompStat meetings under the guidance of an Inspector. The experiment was successful because it demonstrated that hotspot policing can lead to a reduction in crime in station districts where the treatment is administered.

In relation to the sociological aspect, the TTPS has partnered with the University of the West Indies to address issues related to criminal victimization, crime prevention strategies, perceptions of law enforcement, fear of crime and crime reporting.

On February 1, 2014 Professor Derek Chadee, Director, ANSA McAL Psychological Research Centre, in conjunction with the Commissioner of Police will host a one day session at the University on the relative topics mentioned. Police officers inclusive of members of the Executive and second division officers from the rank of sergeant have been selected to attend.

- E. The Committee notes there have been numerous vacancies in the various Divisions and the Committee recommends that those units be given priority when filling vacancies and should be completed within the next financial year. The service should implement a policy where vacancies are filled within a calendar year.**

RESPONSE

The TTPS accepts the recommendation and will implement a policy to fill the vacancies in the specialist units within the calendar year.

- F. We recommend that the TTPS take a critical look at the ration of Social Workers to internal clients so that over time it can be in alignment to international best practices.**

RESPONSE

The current ratio in keeping with international best practices is 1 (one) social worker per thousand (1000). The Social Work Unit or EAP (Employee Assistance Programme) currently consists of a staffing of:

- Two (2) Social Work Supervisors
- Eight (8) Social Work Officers
- One (1) Counsellor

The Unit is being restructured to reflect the international best practice re: ratio of staff to members. The TTPS has ascertained that there are approximately 10,000 persons on staff (including their families). The restructuring of staff has been tailored to ensure that optimal benefits are received by internal customers.

- Two (2) Social Work Supervisors
- Eight (8) Social Work Officers
- Two (2) Clinical Psychologists
- Three (3) Intake Officers
- Two (2) Business Operations Assistants
- Two (2) Counsellors

The revised structure has been forwarded to PMCD for approval

G. We recommend that vacancies in positions on the “Executive Management Team” such as Head of Legal and Head of Internal Audit be filled as a matter of priority.

RESPONSE

The TTPS accepts the recommendation and will fill the vacancies on the “Executive Management Team “as a matter of priority.

H. We recommend that a proper assessment be done to determine the appropriate number of vehicles that are needed to effectively support the work of the TTPS.

RESPONSE

There will be a comprehensive assessment to inform the appropriate number of vehicles needed to effectively support the work of the TTPS in the latter part of 2014. In the short term, the number of vehicles needed is being determined by the increased patrol demand for pursuing hot spot policing activity. Increased police presence means high level directed patrols. The effectiveness of the present fleet is being tested to better evaluate the number of vehicles needed by the TTPS.

Targeting areas designated as crime “hotspots”.

4.3.10. During the inquiry, submissions suggested that an increase in the allocation of resources by way of manpower and vehicles in crime “hotspots” has yielded some measure of success. The example cited was the reduction in the number of murders in the Port of Spain Division. Increased police presence and visibility acts as a deterrent, thus, in this regard, the committee supports the efforts of the TTPS to attain its full or sanctioned strength.

RECOMMENDATION

We recommend the continuation of the special anti-crime initiatives that are being implemented in “hot spots”. The Committee also endorses the increase in the number of joint police-army patrols in these areas, as was proposed by the Minister of Finance in his Budget Statement of September 09, 2013. The Committee is convinced that Members of the Defence Force must play a supportive role in the war against crime, and the executive must develop an appropriate plan to further incorporate them into the crime fighting regime.

RESPONSE

The TTPS continues to perform joint operations with members of the Trinidad and Tobago Regiment in areas which have been identified as violent crime hot spots based on updated temporal and spatial analysis, to maintain a high level of law enforcement visibility and impact those areas so identified.

The operational commanders of both the TTPS and TTR continue to schedule regular meetings and briefing sessions so that the best plan of action may be formulated specific to each hot spot area based on updated crime patterns and intelligence.

The TTPS will be ensuring that a hotspot policing strategy is fully implemented in 2014.

Enhancing the preparation of cases as a means of improving the conviction rate

4.3.11. A priority for the TTPS must be improvements in the apprehension of persons accused of crimes, the gathering of evidence and the effective presentation of same before the courts with a

view of acquiring convictions. Nevertheless, the Committee was encouraged by the initiatives that are being pursued to improve the TTPS's management of cases. The introduction of Case Support Officers to assist investigators and the preparation of case files is essential, given the significant number of cases pending before the courts.

4.3.12. The Committee also endorses other initiatives such as the:

- Reassignment of Police officers who are attorney-at-law as Legal Officers in each Police Division to provide legal support to investigators in the preparation of their cases;
- Engaging of Senior Criminal Attorneys of the Sir Hugh Wooding Law School and the Director of Public Prosecutions, on a periodic basis to provide ongoing training for investigators and court prosecutors in the preparation and presentation of evidence.
- Appointment of a dedicated team of officers charged with the responsibility of reviewing cases and examining new evidence with reference to Cold Case Management.

Reviewing of the criminal case management system from detection to conviction. In particular, the preparation of files and the assignment of prosecutors by the DPP to serve as police prosecutors.

- Efforts to minimize the number of case postponements by reducing police and witness absenteeism during court proceedings.

4.3.13. The competence of members of the TTPS in the preparation and management of cases before the court is a significant determinant in the overall performance of the Criminal Justice system.

RESPONSE

Arising out of the amendment to the Indictable Offences Act, the importance of case management is integral to facilitate all of the conditions outlined therein for the successful implementation of the Act. As such in 2013, Document Centres were established in all 9 Police Divisions to ensure the proper handling and management of case files as they relate to matters before the court. Each of these Centres is staffed with an attorney-at-law and Case Support Officers to assist investigators with the preparation of case files and court proceedings.

Critical to this success is the importance of officers' attendance at courts. In light of this, the Court & Process Branch has undertaken a process to ensure that officers make their court

appearance and enforce disciplinary proceedings for non-attendance according to the Police Standing Orders.

RECOMMENDATIONS

- A. We recommend that a standing Committee or oversight body on criminal case management or state prosecution be established for the purpose of overseeing the progress of cases before the courts. This body should comprise multiple stakeholders including the TTPS, DPP, Law Association, Prison Service, Judiciary, and Criminal Bar Association among others.**

RESPONSE

The Committee's recommendations have been noted as it relates to the preparation and management of cases before the courts.

- B. We recommend that an intensive scheme comprising non- monetary incentives and or rewards be established as a means of commending police prosecutors who have attained a high rate of conviction in the court. In addition, we recommend that officers, who fail to appear in court without unjustified excuse, be subject to serious reprimand and disciplinary action.**

RESPONSE

The TTPS does have a system of commending and awarding police prosecutors. In December 2013, based on the Commissioner's directive a list was compiled and submitted by the Court and Process Branch highlighting officers who had failed to appear in matters before the various courts. Disciplinary action will be undertaken against these officers.

OBJECTIVE 4

To consider multi-stakeholder partnership against drug trafficking and crime

4.4.1. The Committee strongly endorses the multi-stakeholder initiative aimed at pooling the resources of multiple agencies and entities to combat the crime surge. Additionally, it was noted that the TTPS is working all nine (9) divisions including Tobago and has partnered with several communities.

RECOMMENDATION

We recommend the expansion of the multi-stakeholder initiative to involve more community groups that have an interest in reversing the prevalence of crime. Forging strategic partnership in the fight against crime whether local, regional or international must be an imperative for the TTPS as it explores conventional and non –conventional methods of operation.

RESPONSE

The Committee's recommendations have been noted as it relates to the multi-stakeholder initiative to involve more community groups to reverse the prevalence of crime. The TTPS will seek to engage as much stakeholders locally, regionally and internationally to explore conventional and non- conventional methods of operations to fight against crime.

OBJECTIVE 5 (Amended)

To be appraised on current performance management systems for the police service and key challenges in measuring the performance of the police service.

4.51. It was evident from submissions received that a fairly comprehensive Performance Management and Appraisal System (PMAS) has been developed in the TTPS. The objectives of the Performance Management System appear to be on par with established practice. However, the Committee noted that there were serious shortcomings in the administration of the system, particularly as it related to; the commitment of supervisors and subordinates to participate fully in the process; unwillingness of supervisors to process the volume of paper work involved; issues of unwillingness of supervisors to process the volume of paper work involved; issues of objectivity and validity of the process; and the frequent transfer and reassignment of both supervisors and reporting officers. With so many issues it is difficult to grasp whether the existence of the system has resulted in improvements in the performance of officers and meaningful interventions, where necessary.

RESPONSE

In 2012 67% of Performance Appraisal Reports were completed and in 2013 50% were completed. In addressing the commitment of supervisors and subordinates to participate fully in this process during the period July 29th 2013 – October 31st 2013 73 out of 124 First Division Officers were trained in the following:

- The roles of the countersigning officer/commanders and liaison officers were identified
- Scenario based exercises where they conducted performance assessment interviews and graded officers.

Divisional training in 2013 was conducted for the following units:

- Special Branch- 25 officers
- Mounted and Canine- 15 officers
- Guard and Emergency Branch – 20 officers
- Northern Division – 34 officers
- Western Division – 9 officers

4.5.2 While it was clear that an effort to improve the PMAS, measures have been instituted to monitor the process and to assist supervisors and subordinates, the Committee was perturbed by the fact that performance assessments were not being conducted at the level of police stations.

RESPONSE

All officers in the TTPS must comply with the PMAS therefore it is happening on the station level. However, there are senior officers who leave their subordinates paperwork unattended. As a result, the percentage of completed Performance Appraisals is lower than expected. Notwithstanding the TTPS is conducting monitoring and evaluation on a monthly basis to ensure that Performance Appraisals are completed in a timely manner at all levels.

RECOMMENDATIONS

- A. The Committee does not accept that the volume of paper work involved is an excuse for senior officers to abdicate their responsibility to conduct performance assessments of their charges within the required time frame. Therefore, this Committee recommends that the monitoring and assessment of the performance of subordinates be established (if not already done) as a core job function/ responsibility of senior officers, including those designated as PMAS Liaison Officers.**

RESPONSE

The TTPS has a Monitoring and Evaluation Committee for PMAS which meets once per month with the PMAS Liaison officers (ASPs and Inspectors) from all Divisions. The assessment for promotion includes timely submission of performance appraisals. The

DCP Administration has sent out a reminder to senior officers to fulfill their duties of performance assessment.

For the second division officers (SDOs), in 2012, 67% of performance appraisals were received while 2013, 50% were received.

Remedial divisional workshops are held with the First Division Officers (FDOs) on a rotational basis. The TTPS trained 73 out of 124 FDOs from July 29 to October 31, 2013. This included scenario-based training where officers are led through the performance appraisal process. This has resulted in positive outcomes. Continual and refresher training will be conducted in 2014. From January to March 2014, Inspectors, Sergeants, Corporals and 2,000 Constables are scheduled to be trained.

B. We recommend that the duties that an officer performs regarding court proceedings be included as a performance measure.

RESPONSE

The duties that an officer performs are included as a performance measure. Officers are required to submit a Court List which states the number of matters he/she has before the court, the date of hearing for these matters and the Court (i.e. High Court, Magistrates' Court, etc). This provides checks and balances and helps in the performance assessment of police officers, more so, those in investigation sections such as C.I.D, Fraud Squad, Homicide, etc. Notwithstanding, officers assigned to stations or operational sections such as the Task Force, must also submit a Court List and as assessed based on their Court appearances.

C. We recommend that consideration be given to modify the performance management system to include an assessment of the performance of police stations and police districts.

RESPONSE

In collaboration with the Ministry of Public Administration, a Gold-to-Diamond Standard Pilot Project is on-stream at the Belmont Police Station. The project involves four (4) dedicated officers. The criteria for the Diamond standards include enhancing the ambience, increasing privacy, installation of a water dispenser and vending machine. The Ministry of Public Administration visits to assess the process and provides mentorship training.

D. We recommend that prior to the introduction of this modification in the appraisal process, that each police station involved be assessed to establish whether the particular station has the core resources needed and is physically up to grade (to OSHA standards).

RESPONSE

The TTPS is taking steps to ensure that all police buildings are OSH compliant. There are OSH-certified Police officers and civilians assisting with the implementation of this initiative.

OBJECTIVE 6

To determine the capacity of the Police Service to deal with breaches by officers in a timely manner

4.6.1 As it relates to rogue elements within the police service, the Committee was encouraged to learn that in addressing this issue, the TTPS has adopted an aggressive approach. The expansion in the Professional Standard Unit to eventually incorporate the operations of the Police Complaint Division to create a single entity may have some potential for success. It was further appealing to learn that corrupt police officers have been investigated, resulting in 134 officers being charged for various offences during the period 2008-2013.

4.6.2. However, the Committee remains concerned that such officers are investigated by other officers of the Anti- corruption Investigation Bureau, bringing into question the impartiality and objectivity of the investigation. The existence of officers that accept bribes , engage in fraud, extortion and other forms of corruption has adverse implications for the reputation of the entire service and the Committee is certain that should these circumstances continue to prevail, the service will continue to operate without the cooperation of its most valuable partner against crime, that is the public.

RESPONSE

The TTPS has noted that the Committee sited concerns about officers of the Anti-Corruption Investigations Bureau (ACIB) investigating officers of the TTPS. It should be noted that the Professional Standards Bureau was established and mandated to undertake those types of investigations instead of the ACIB.

4.6.3. The Committee found notable the proposal to recruit attorneys to function on disciplinary tribunals in order to expedite the hearing of internal complaints.

4.6.4. The Committee was pleased to learn that the TTPS has a sound working relationship with the Police Complaint Authority, that is charged with the responsibility with the Police Complaint Authority, that is charged with the responsibility of **“undertaking enquires into, or audits of, any aspect of police activities for the purpose of ascertaining whether there is police corruption or serious police misconduct or circumstances that may be conducive to both”**.

RECOMMENDATIONS

- A. We recommend that independent civilians appropriately equipped with investigative skills and techniques be assigned to the Anti – Corruption Bureau as independent reviewers to further enhance the objectiveness and impartiality of the processes and procedures employed. Resources should be allocated towards establishing a more independent and robust internal affairs system.**

RESPONSE

With respect to your recommendation to have independent civilians appropriately be assigned as independent reviewers, the TTPS will consider it in the context of establishing a more independent and robust internal affairs system.

- B. The TTPS must cooperate fully with the Police Complaints Authority as the Authority pursues investigations and evidence gathering exercises. To this end, the Committee also recommends the establishment of an inter- departmental Committee comprising investigators from the TTPS and the PCA to examine and resolve issues impacting investigations into allegations of wrong doing within the service. The Commissioner of Police must encourage his officers to develop an open and honest working relationship with officers of the PCA and the Professional Standards Unit.**

RESPONSE

The TTPS has noted and is in agreement with the recommendations made to cooperate fully with the Police Complaints Authority (PCA) to examine and resolve issues impacting investigations into allegations of wrong doing within the service. The TTPS will pursue this recommendation.

- C. An improvement in the public’s perception of the police’s attitude towards dealing with allegations of misconduct on the part of fellow police officers is an imperative. Therefore, the Committee expects that the Committee’s recommendation at (B) will three (3) months following the submission of this report to Parliament.**

RESPONSE

The TTPS shall convene a meeting with the PCA to initiate this process within the timeframe recommended by the committee.

- D. Greater efforts must be placed on identifying and eliminating corrupt elements. A ‘zero tolerance’ approach must be adopted regarding misconduct by officers. Officers found guilty of gross misconduct must be dealt with firmly and decisively including expulsion from the police service as appropriate while at the same time respecting sound Human Resource and industrial relations practices.**

RESPONSE

There is zero tolerance for misconduct. Within the TTPS, the Police Complaints Division and the Professional Standards Bureau (PSB) investigate allegations of misconduct. Officers can either be charged criminally by the PSB for misconduct or administrative by a tribunal. Externally, the Police Complaints Authority and the Police Service Commission meet with the TTPS on issues of police misconduct.

- E. Subject to the operationalization of the National Forensic DNA Databank as is required by the Administration of Justice (Deoxyribonucleic Acid) Act, 2012, every member of the Police Service should be required to provide a DNA sample for the records of the Databank.**

RESPONSE

The TTPS has noted the recommendation and will explore it.

- F. The public should be updated about progress made in determining disciplinary matters against member of the police service.**

RESPONSE

The TTPS accepts the recommendation and will implement an improved system for updating the public on disciplinary matters against police officers in 2014.

OBJECTIVE 7

To examine plans for achieving citizens' confidence in the system.

4.7.1. The Committee noted the TTPS' plans for achieving the citizen's confidence as follows:

- i. Exploring the hiring of key personnel to fill positions in public affairs as a means of improving the image of the organization and reshaping the public's perception of the TTPS;
- ii. Recruiting data entry clerks to ensure that the lag time in relation to data entry does not pass 24 hours. Additionally, thirty (30) data entry clerks are in training to be assigned to the various stations to facilitate the timeliness of entry;

RESPONSE

The nomenclature has changed from data entry clerks to Business Operations Assistant 1 (BOA1).

A total of 188 BOA1 is the full complement for the Trinidad and Tobago Police Service and a shift system is in effect to ensure the timely capturing of data.

- 119 Business Operations Assistant 1 (BOA1) have been recruited on contract as at December 31st 2013.
 - 13 will be recruited by the end of January 2014, including six (6) persons for Tobago.
 - There are fifty (56) positions awaiting PMCD approval for retention of services.
- iii. Posting of such statistics on the TTPS's website so that the public can have access to current information without inconsistencies;

RESPONSE

Statistics from CAPA are updated monthly on the TTPS website.

- iv. Fostering improved relationships with communities beginning with the training of officers in customer service to address the way they treat people in the communities;

RESPONSE

Over 500 officers were trained in customer services and this will continue into 2014.

- v. Publicizing the results of disciplinary matters;

RESPONSE

Criminal and high profile matters are highlighted in the media. Notwithstanding, this recommendation shall be taken into consideration for publicizing results of disciplinary matters in 2014.

- vi. Expanding the Police Youth Club programme throughout Trinidad and Tobago; and

RESPONSE

The increase in the number of Police Youth Clubs is driven by the commitment of the Commissioner of Police to have them in all communities across Trinidad and Tobago. The TTPS will continue its aggressive expansion programme in 2014.

- vii. Revising of Use of Force Continuum.

RESPONSE

The TTPS is reviewing its Use of Force policy. Three (3) weeks of training in the Use of Force will start on March 17, 2014,. Foreign instructors from the International Red Cross will conduct the training which will be based on the United Nations human rights policy. Train-the-trainer sessions will also be conducted with officers attached to the Guard and Emergency Branch, the Inter-Agency Task Force, M.O.P.S and Task Force.

4.7.2. The Committee endorses the foregoing initiatives and submits the following for the consideration and meaningful action of the Commissioner of Police and his executive team:

RECOMMENDATIONS

- A. Although weekly press briefings are commendable, the Committee is strongly convinced that a greater public outreach effort is required to counteract both the misinformation and the negative perceptions that prevail amongst members of the public concerning the operations of the police service. As such, we recommend that consideration be given to producing fulltime television and radio programs aimed at edifying the public about the role and functions of the TTPS, the rules, regulations and laws which govern the exercise powers of police officers, general details of policing initiatives that are being undertaken and how members of the public can assist the police in reducing the prevalence of crime in the country, among other things.

RESPONSE

The TTPS accepts the recommendation and will seek to implement it in 2014.

- B. The Ministry of National Security and TTPS should collaborate with the Ministry of Education to conduct school outreach programmes whereby members of the TTPS can engage students on the role and functions of police service with a view to promoting the core responsibilities of the service and also to promote serving in the TTPS as a professional career worth pursuing.

RESPONSE

The TTPS accepts the recommendation. The DCP Administration will spearhead this initiative together with Community Relations.

- C. We recommend that Police Officers must be required to undergo training in the areas to assist them to interact with civilians and their colleagues more effectively. To this end, training in the following areas should be considered:
- Counseling and interviewing techniques;
 - Conflict resolution;
 - Anger management (where applicable);
 - Dealing with victims of crimes or violations that may be considered sensitive such as domestic and sexual abuse, rape;
 - Stress management;
 - First Aid and Cardiopulmonary Resuscitation (CPR); and
 - Searching and Escorting Suspects.

RESPONSE

This is already taking place in the TTPS and will continue. A training needs analysis is presently being conducted.

- D. Greater promotion of the 555 hotline is necessary to enhance public participation and information sharing.

RESPONSE

The Committee's recommendation for the promotion of the 555 hotline has been noted. The TTPS shall continue to emphasise the public's use of 555 via the Public Affairs Unit of the TTPS and as far as practicable on the print and electronic media.