

VERBATIM NOTES OF THE FOURTH MEETING OF THE PUBLIC ADMINISTRATION AND APPROPRIATIONS COMMITTEE HELD IN THE J. HAMILTON MAURICE ROOM (MEZZANINE FLOOR) (IN PUBLIC), OFFICE OF THE PARLIAMENT, TOWER D, THE PORT OF SPAIN INTERNATIONAL WATERFRONT CENTRE, #1A WRIGHTSON ROAD, PORT OF SPAIN, ON WEDNESDAY, JUNE 08, 2016, AT 2.22 P.M.

PRESENT

Mrs. Bridgid Annisette-George	Chairman
Dr. Lackram Bodoë	Vice-Chairman
Mr. Maxie Cuffie	Member
Mr. Wade Mark	Member
Miss Allyson Baksh	Member
Miss Melissa Ramkissoon	Member
Miss Nicole Olivierre	Member
Mr. Daniel Dookie	Member
Mrs. Jacqui Sampson-Meiguel	Secretary
Miss Hema Bhagaloo	Assistant Secretary

ABSENT

Mrs. Ayanna Webster-Roy	Member [<i>Excused</i>]
Mr. Clarence Rambharat	Member

OFFICE OF THE PRIME MINISTER

Ms. Sandra Jones	Permanent Secretary
Ms. Jacqueline Johnson	Permanent Secretary (Ag.)
Ms. Debra Parkinson	Deputy Permanent Secretary
Ms. Rosemarie Richardson	Director, Corporate Services (Ag.)
Mr. Learrie Barry	Manager, Policy, Research Planning Unit

Ms. Tracey Lucas	Director Monitoring & Evaluation Coordinator
Ms. Esther Rahim	Accounting Executive II
Ms. Devika Maharaj	Auditor II (Ag.)

Madam Chairman: Good afternoon everyone and I want to welcome the officials of the Ministries and the various Departments who shall appear with us today. I want to welcome the members of the public, welcome the members of the media. This is the Committee on the Public Administration and Appropriations which has a mandate to consider and report to the House on:

- a) The budgetary expenditure of the Government agencies to ensure that expenditure is embarked upon in accordance with parliamentary approval.
- b) The budgetary expenditure of Government agencies as it occurs and keeps Parliament informed on how the budget allocation is being implemented.
- c) The administration of Government agencies to determine hindrances to their efficiency and to make recommendations to the Government for improvement of public administration.

The purpose of this public meeting for the Eleventh Parliament of the Public Administration and Appropriations Committee is to examine the 2016 expenditure of four departments under the following subheads: Current Transfers and Subsidies, Development Programme, Consolidated Fund and the Infrastructure Development Fund.

The Committee is desirous of hearing from the accounting officers of the Office of the Prime Minister, Elections and Boundaries Commission, the Trinidad and Tobago Police Service and the Personnel Department to discover the challenge

being faced and examine possible solutions to those challenges. The role of the Committee is to assist the Ministries and Departments to achieve efficient delivery of services while ensuring that expenditure is embarked upon in accordance with parliamentary approval.

I wish to invite and advise the public that this is being broadcast live on the Parliament Channel 11, Radio 105.5 FM and Parliament's YouTube channel *ParlView*. Viewers and listeners can send their comments related to today's topic via email to parl101@tpparliament.org, to [facebook@//tpparliament](https://www.facebook.com/tpparliament) and [twitter@tpparliament](https://twitter.com/tpparliament).

This first Ministry we are going to have discussions with today is the Office of the Prime Minister. I take this opportunity to ask the accounting officer to introduce the members of her team to the panel.

[Introductions made by officials]

[Introductions made by the members of the Committee]

Madam Chairman: I am Bridgid Annisette-George, Chairman, and assisting us will be the Clerk of the House who will be acting as our Secretary today, and another member of her team who will be acting as the Assistant Secretary, and this is Hema Bhagaloo. Might I therefore, then, invite the—*[Member Ramkissoon enters meeting]* And if I may pause for a cause just to say that welcome member Ramkissoon who is now joining us and also just to place on the record, member Webster-Roy has recused herself since she is the line Minister for OPM. So that I now would like to invite the Permanent Secretary to make some opening statements.

Ms. Jones: Thank you, Chairman and members of the Committee. It is an honour for us to be here to speak to the issue of Current Transfers and Subsidies. I just need to indicate that in the Office of the Prime Minister, we do have a Gender and

Child Affairs Division and that Division is headed by the Minister of State, Ayanna Webster-Roy and she is supported by the Permanent Secretary, Jacqueline Johnson and the Deputy Permanent Secretary, Debra Parkinson. This particular area is an area where for us, this is where we use Current Transfers and Subsidies to really and truly deal with our portfolio of working with the NGOs, CBOs to actually carry out some of the Government's programmes in the social sector. So I thank you for this opportunity to speak to those issues. Thank you.

Madam Chairman: Okay, and therefore to start off the conversation today, Madam PS, I am looking at your submission with respect to Current Transfers and Subsidies and I have observed—the Committee has observed the inclusion of ecclesiastical organizations and Citizens' Initiative Fund, and as far as the Committee has seen, these were not in the initial draft estimates for 2016. Is that so?

Ms. Jones: That is correct.

Madam Chairman: And therefore, I would like to know what is the genesis of these two initiatives and how they came into being and the budgetary allocation, how has that been obtained.

Ms. Jones: Thank you. Our research clearly—because I have just joined the Office of the Prime Minister. What we have seen is that the Ecclesiastical Bodies, that has always been under the ambit of the Office of the Prime Minister, as well as citizen facilitation. With the change in administration in September, the Ecclesiastical Bodies was placed under the Office of the Prime Minister, but somehow it was reflected under the Ministry of Community Development and the funding was placed there. As well as citizen facilitation, the funding was also placed under that Ministry. With the mid-year review, it came back to us. And we see the Ecclesiastical Bodies as key stakeholders in the Office of the Prime Minister. As I

said before, it has always been under the Office of the Prime Minister, as well as citizen facilitation. But in the previous administration, the citizen facilitation was under the Ministry of national diversity but it came back under the Office of the Prime Minister.

Madam Chairman: So if I understand well, this is as a result of the realignment of the Ministries?

Ms. Jones: That is right.

Madam Chairman: And this would have been by virtue of which? Because there were two realignments.

Ms. Jones: That is right.

Madam Chairman: And these two would have come under which of the two?

Ms. Jones: It came on the very first one. The Ecclesiastical Bodies was always there as well as the citizen facilitation. When the new administration came into office, with the portfolio changes, it was there under the Office of the Prime Minister.

Madam Chairman: Yeah, but I thought you said it was under another Ministry, Community Development.

Ms. Jones: No, the funding was placed there.

Madam Chairman: Yes, so the portfolios remained under OPM?

Ms. Jones: Yes, but the funding was placed under—

Madam Chairman: Community Development you said?

Ms. Jones: Community Development, yes.

Madam Chairman: And under what Head? Would you know? Because you see the submission did not refer us to that and this is why the question has arisen. You know the submission was really silent and it just appears as if—because if one goes to your draft estimates, these items do not appear at all.

Ms. Jones: That is correct.

Madam Chairman: And therefore, if the submission had indicated, then the discussion may not have arisen at all. All right. So that therefore, maybe, you could refer to that in a further written submission to us to lend some clarification.

Ms. Jones: Will do.

Madam Chairman: But seeing that they have always been under, I also see that there is talk about a policy.

Ms. Jones: That is correct.

Madam Chairman: And can I ask—both for the ecclesiastical organizations and the Citizens' Initiative Fund—how far has this policy been in coming to creation? Whether at all for fiscal 2016, this policy would be completed?

Ms. Jones: With regard to the Ecclesiastical Bodies, we have completed a draft policy, it is here, and we are in the final stages of completing the policy for the citizen facilitation.

Madam Chairman: But both of those drafts have to get approval?

Ms. Jones: That is right.

Madam Chairman: So that you are not in a position to say because if there is going to be any—either releases or expenditure for the rest of fiscal 2016 under these two Sub-Items.

Ms. Jones: We see that we would be able to do some sort of releases, but I need to add as well that currently the Government is looking at—under the Ministry of Planning, looking at all grants, trying to have a coordinated approach to ensure that there is equity, transparency and ensure that the grant funding is in alignment with Government's strategic goals and objectives. We have given this as a priority. As I indicated before, the Ecclesiastical Bodies are key priority stakeholders of the Office of the Prime Minister and we certainly will—we have completed the draft

and we expect that within this month or July, we will have a submission to the Cabinet.

Madam Chairman: Okay, and then, can I ask then, once you get approval for your policy that in a further submission, that policy would be shared with the Committee?

Ms. Jones: Certainly.

Madam Chairman: I just want to ask one other question before I engage the rest of the Committee. Again, under Current Transfers and Subsidies, Commonwealth Ex-Services League, and this is an allocation of \$20,000 and if maybe you can just share with us. It appears that there is a building.

Ms. Jones: There is a building.

Madam Chairman: Could you say when this building was completed?

Ms. Jones: I cannot say the exact date but I know that it is in operation at 62/63 Fifth Street, Barataria and our research, talking with the league, they have not been getting any drawdown from this for quite some time. They are getting some funds from a Canadian body and they are also engaging in some revenue generation activities. Our intention is to have this taken off the books.

Madam Chairman: Taken off the book. Okay. So that in terms of your proposal for site visits and all of that, that has changed?

Ms. Jones: Well, we have visited the site and we are certain because from what we have seen, it is fully operational. They host events there, weddings and other functions and their meetings, as well as I am told that they are renting the facility to the Civilian Conservation Corps there to be able to carry some of their training as well. So it is fully operational.

Madam Chairman: All right. Thank you very much. Might I ask members of the Committee to join in the conversation at this stage and if we could sort of stick

within the item of Current Transfers and Subsidies. Member Ramkissoon.

Miss Ramkissoon: In keeping in line with talking about the children's or the leagues and professional bodies, it was submitted in a table for non-profit institutions and I was looking at No. 42 which is a non-profit institution, PRP, Child Development and I am seeing an allocation there of \$2 million. And it is talking about—in this table here, the benefits, speaks of a policy but I am not sure if anything was done. If you could shed some light on this institution. It is a non-profit institution and what is the stage it is in and give us some background. Thanks.

Ms. Jones: Thank you. Certainly some work has been done on that policy, but I will ask my colleague here, under whose portfolio it falls, to speak to that.

Ms. Johnson: Non-profit institution, PRP, is really an allocation to treat with the cost per child payment to community residences. It forms part of our entire framework to treat with the care and protection of children and it comes out of the national strategic plan and the legislation treating with the protection of children.

Currently, we pay a subvention to many of these community residences which receive children from the courts and the Children's Authority. It is not a very fair and equitable system of payment that we are using currently. So we are moving towards a policy which speaks to the payment per child. So just as an example here, we might have a community residence and we might have 10 children there and they would get a subvention of \$40,000 per year and we might have another community residence with 20 children and they would get \$30,000, not even \$40,000. So in terms of creating an equitable system to deal with the care of children, we are moving towards the cost per child payment system. So that once you are taking a child from an agency to care and protect, you will get a payment for that child to meet the expenses associated with that child. The policy

is ready and it should go before Cabinet on Thursday.

Miss Ramkissoon: Thank you, Madam Chair. You spoke about community residences getting this payment, so this is different to your children's homes where the court will assign you. Yes?

Ms. Johnson: Okay. There are 50 community residences we have in Trinidad and Tobago. There are four large residences of which we call the state homes—that is St. Mary's, St. Dominic's, St. Jude's and St. Michael's—and then we have 46 small community residences which take children from the courts as well. Children are placed there by the Children's Authority and so we treat with all of them, the four state homes, the special homes, which we try to fund their plant and equipment as well. For the smaller community residences, we are not funding those and so we are moving to the cost per child payment initially at the 46 community residences and we are dealing with the four large homes in a slightly different manner but eventually moving to cost per child.

Miss Ramkissoon: Just one more question. The child is considered from age 1 to 18, right, and is it that the Ministry or the Office of the Prime Minister division decides the cost that is needed for this child or is it the court that decides for schooling and these things like that?

Ms. Johnson: The Ministry, through its economic analysis, has come up with what exactly it would cost a community residence to take care of a child. It is not the court making the decisions there. It comes out of the legislation that the Government is supposed to provide financial assistance for these children at the community residences. That is the obligation of the State under the legislation.

Madam Chairman: This cost per child, does it take into account, say the special needs of a child or it is just a universal figure?

Ms. Johnson: Yes, it does. There is an initial figure that we will pay per child and

then for those children requiring special needs, special medical and other psychosocial needs, there is an additional sum that we would pay based on the needs of the child. Remember, Madam Chair, we are moving towards a system of individual care for the children. So each child would have a care plan and that is based on an assessment that we are undertaking with the child and that will determine the needs of the child and the cost that we will pay for that child.

Madam Chairman: Okay, and these 46 community residences, the small ones, are they licenced in accordance with the relevant legislation?

Ms. Johnson: That is the responsibility of the Children's Authority and our recent information indicated that there is one community residence which was licenced. There are 48 pending applications and there is one agency which the Children's Authority is considering to hopefully close down.

Madam Chairman: Thank you so much, Permanent Secretary, Acting, but is there then what systems—because it means that you all are disbursing moneys to these community residences which are not really licenced as community residence within the legislation so they are not really community residences. The responsibility of seeing that that is done is the Children's Authority. So what systems do you all have—because this is state funds—in terms of monitoring the progress of that, ensuring that it happens so that it legitimizes the payment that you are making?

Ms. Johnson: The system was designed in collaboration with the Children's Authority. The Children's Authority has the responsibility to monitor these homes. We are working with them, we have designed a process. We have established a unit in the Office of the Prime Minister to treat with the payment and there is a monitoring and evaluation mechanism that we have put in place over the last three years supported by a reporting mechanism to treat with the payment to those

homes. So we are using the mechanism right now under our payment of subventions and we are going to continue with the mechanism, further developed, to treat with the cost per child payment, but it is a process. The process we have mapped out, the Children's Authority has an integral part, because they would have the information which would feed into our process as to the needs of the children. So I will let Tracey tell you a little bit more about the monitoring and evaluation.

Madam Chairman: Yeah, but just before I come to that, I am not just talking about the monitoring of the home. As accounting officers, you all have a duty with respect to state funds. If I understand well, as noble as the intent is, state funds are being paid in a manner that cannot be justified by what is required by law. "I think da is the nicest way I could put it." Therefore, on the one hand, you all say the Children's Authority is in charge of ensuring that these homes meet the requirement of law, that is the licencing, but you all are the accounting officers who are disbursing state funds. So I am asking what then is your role in ensuring that the Children's Authority gets these homes licenced, the 48 or minus one, whatever, in the quickest possible time to ensure that your duty as accounting officers is discharged?

Ms. Jones: Chairman, it is over a period of two years we have been working to really put systems in place within these homes. The homes, before, did not have proper accounting systems because of the historical nature of how they got into being. We have be able to ensure that the system we have—proper management systems are put in place. Currently, we have been working with the boards and getting the boards involved to be more accountable, take more charge of what is happening with the public funds.

In addition to that, we have ensured that in the homes that they have

accountants. They did not have the accounting system but we were guided by the Financial Regulations of—what obtains in the public service. Having said that, we used as well our internal audit to do periodic checks and balances to ensure that the homes are actually going through, ensuring that they are up to mark with respect to the accounting—the money that is given to them.

Based on the reports that we have been having in the past from the audits, we recognize that we have to really and truly ensure that these homes have proper accounting systems and in some regards, in one instance, it was in the case of St. Michael's, we had to—and when I say we, when it was under the Ministry of Gender, Youth and Child Development—have an independent auditor go in and check to see what is happening inside of that organization.

So having said that, we have been engaging, we have a system whereby our Monitoring and Evaluation Coordinating Unit, they have been training the homes with respect to what is required to ensure that best practice obtains there so that when they are reporting and submitting their reports, our monitoring and evaluation person can be checking and working along with them. And even now, the Children's Authority, they are looking at—in their assessment—they do periodic checks—they look at the accounting processes in the homes. So while we are in transition, we have been paying attention to ensure that the systems are properly in place there and we are currently working with the boards to ensure that we have proper MoU, memorandum of understanding, because we are giving them state funds. We are quite aware of the responsibility there. Hope I have explained that.

2.50p.m.

Madam Chairman: And just asking, is there a schedule that exists that would have been obtained by you all from the Children's Authority, with respect to a time

frame for the licensing of these pending applications?

Ms. Johnson: Madam Chair, that aspect of the legislation was not proclaimed in 2015, and we have asked the Cabinet for an extension so that we can put things in place, working alongside the Children's Authority, to have the community residences come up to the standards that we have established. So that is pending.

Madam Chairman: All right, thank you. In all of the residences there are now accounting officers, there are now accountants in all of them?

Ms. Johnson: Cabinet has approved accounting staff for the four state homes, yes.

Madam Chairman: Not the smaller ones.

Ms. Johnson: But the other smaller community residences, we would not have accounting staff inside of there. They manage their operations, their administrative and accounting operations on their own.

Madam Chairman: And they report to you, according to the template that you have?

Ms. Johnson: Yes.

Madam Chairman: Okay.

Mr. Cuffie: Madam PS, could you tell me a bit about the Citizens' Initiative Fund? How it came about and who qualifies for it?

Ms. Jones: From our research, what we have found is that the citizen facilitation fund was developed in the Office of the Prime Minister, based on requests that have been made to the Office of the Prime Minister from persons, needy cases. And that is where a line item was created, to be able to allow the Office of the Prime Minister to help these needy cases as time goes by.

Mr. Cuffie: Do we have a breakdown of how these funds were expended in the past?

Ms. Jones: I do not have that right away, because as it is here it was under

National Diversity for a long period and we are now trying to build the records, get the records to check on that to see how it is going. What we do know is that there was no policy before, because it is evolving. And because we are seeing now that it is necessary to have that policy in place and we are seeing as well that also we have to look as well to what is going on in the wider public service, given Government's current needs to really manage this whole issue of grant funding.

In some cases, from what we are seeing, some of the requests that are being made should be under the Ministry of Social Development and Family Services and some in Community Development, et cetera. So we do not want overlap. So this is where we are seeing that we have a policy and we would be putting forward, as far as possible, ensuring that we give what is required, that other ministries are not giving.

Mr. Cuffie: You said that funds were disbursed over the last five years. I have not seen any advertisement, any mention that this fund was available. So how did people access the fund and how would members of the public be made to know that you can apply to the Office of the Prime Minister for funds in case of need?

Ms. Jones: From what I have seen, the name "fund" is really an allocation. It is not, in the sense a provision made there. But it is largely what comes to the Prime Minister's Office. We get a lot of correspondence of persons asking all sorts of things and they are asking for assistance. And that is the way, based on application and the approaches to the office. That is how the money—but there is no advertisement, per se, for persons, the population, to apply for funding from there.

Dr. Bodoë: Thank you, Madam Chair. This question relates to the non-profit institutions, through you PS, if I may, focusing on the Child Welfare League and in particular the management of the Adolescent Mothers Programme. Can you indicate to the Committee how is this administered, perhaps in a bit more detail as

to how this is accessible to teenage mothers?

Ms. Jones: I would ask that the PS under whose portfolio it falls respond if I may.

Ms. Johnson: There are two programmes which are managed by the Child Welfare League for the Government. That is the Choices Programme and the Adolescent Mothers Programme. They are all focused on teenage/young girls who find themselves in a situation where they are pregnant. A bit more detail, Ms. Lucas will provide you with the details that you are requesting.

Ms. Lucas: Just to make sure I answer the question properly, can you repeat what exactly you would like know, in terms of the details?

Dr. Bodoë: Sure. I was just wondering about how the programme is administered and in terms of how it is accessed.

Ms. Lucas: No problem. The Child Welfare League has three centres, one in La Horquetta, one in Sangre Grande and one in Woodbrook. The one in Woodbrook is fully funded by the Government, through subventions and the other two centres, along with five nurseries, are expenditure-supported through a subvention. So it is not fully funded by the Government.

The Choices/Adolescent Mothers Programme mainly serves to ensure that the young mothers return to school and also helps to delay the repeat pregnancies in teenage lives. The details as to how the programme is administered and the details as to how it is run, yes?

Dr. Bodoë: Yes.

Ms. Lucas: Okay. How they access it, sorry. Most of the girls would come to the programme by referral, so through the school guidance counsellors or social workers and also through medical social workers. If persons happen to know about the programme they also come to the programme that way.

Dr. Bodoë: Thank you.

Miss Ramkissoon: Thank you, Madam Chair. In keeping in line with member Bodeo's question on non-profit institutions, I looked at the ChildLine and it said one of the benefits was visiting schools to educate children on child abuse and how to access help. Do you know to date how many schools ChildLine has visited?

Ms. Lucas: I do not have a summary figure for you. We can probably forward it later on. But I do know in a quarter they can visit up to let us say 100 schools. In one of the quarters last year they visited almost 150. Some of those schools will ask for repeat workshops, depending on what topic they need the ChildLine to discuss.

Madam Chairman: Can I be allowed to follow-up, Ms. Lucas? How are these schools determined?

Ms. Lucas: Most of the times they are determined by request. One might be request if the schools in particular have noticed an issue that they would like ChildLine to address. But I think also because ChildLine does outreach services and receives calls, if they recognize or identify certain areas with certain issues they will target those schools in particular.

Madam Chairman: Okay, so there is no sort of attempt to spread it across say maybe the educational districts? It is purely if somebody knows of it.

Ms. Lucas: Not necessarily. I think also because they are so widely known that, from the report I have seen, their spread is national.

Madam Chairman: So would you be able, you may not have it today, to give us an idea of the spread, either in terms of educational districts or constituencies?

Ms. Lucas: There are quarterly reports by constituencies so we can summarize those.

Madam Chairman: Okay, thank you.

Miss Ramkissoon: And to go back to the original question, in relation to the non-

profit institutes for the PRP child development, there were two things. From the 48 pending and the one approved community residence that you are submitting money to, do you all have a list that you all can please provide the Committee with, so we can have an idea? As well as, I did not hear from you the amount of money that was given to them already, if such had been.

Madam Chairman: You mean the expenditure to date?

Ms. Johnson: The expenditure to date was provided in the spreadsheets.

Miss Ramkissoo: It says allocation \$2 million, expenditure to date, April 2016, nil.

Ms. Johnson: Okay, so that is the cost per child. We are awaiting the approval of Cabinet before we make the payments using that system. So you would not see any money used there because it is set aside for the introduction of that payment system, with effect from July 01st.

Miss Ramkissoo: Okay, so we have \$2 million allocated to submit to the 48 residences per child. Right, something like that? Okay.

Mr. Mark: Thank you, Madam Chair. Madam Permanent Secretary, in light of the recent judgment handed down by Justice Vashist Kokaram, I understand it is 150 pages long, in which the whole question of having children placed in prisons with adults has been wrongly condemned, and my information from reading the literature is that he has ordered these children to be removed from the prisons that they have been placed in and even to be compensated. It tells us that there is need for urgency in putting our house in order, as it relates to community residences and having them properly licenced.

I heard the Permanent Secretary, Ms. Johnson, say that they have requested of the Cabinet a further extension to effect the licensing of community residences. I would like to urge the Permanent Secretary that this is very serious business, and

it means that if we do not put our house in order quickly, there may be many more cases going to the courts and many more compensations and damages being awarded to children at the expense of the taxpayers.

It, therefore, means that we have a duty and a responsibility to get these 50 community residences, I think out of the 50 you have four licensed, you said. The 46 others, you must be able to give this Committee some kind of appreciation of a timeline, a time frame, for the licensing of these community residences, so children who run afoul of the law under the age of 18 can be properly taken care of at these community residences and not be sent to senior and adult prisons. So I would like to know from you, what steps are being taken?

Have you all taken into account this judgment? And have you set yourselves a time frame? For instance, by the end of this year, from 1st January next year, we are going to have from four licensed residences, we are going to 12 and then by the end of next year we go to 20. But there must be some timeline, otherwise we are going to be in trouble. So I want to get from you, what are you doing to deal with this emergency that has arisen, that is going to cost us a lot of money in compensation if we are not careful? So, could you help us?

Ms. Jones: Chair, member. I must say that it is very much a concern/high priority of the Government with respect to having these children community residences licensed. As a matter of fact, in the transition period, out of that 50, the Government gave grants to some of the community residences to bring them up to a stage where they can be licensed.

I must also inform that not all the community residences would be used for children who have run afoul of the law. We are talking about children who—what is really critical is really finding places for children who need to be placed in remand centres and rehabilitation centres.

The Gender Affairs Division, they have been working very hard on that. They have all the policies. Recently they have gotten approval from the Cabinet, with a child protection framework with all the necessary work that needs to be done. It has been budgeted and cost in the sum of \$72million.

Currently, we are working with the Ministry of National Security, the prisons, to treat with the issue of YTC being brought up to scratch to really be part of a rehabilitation centre. I would ask PS Johnson to speak some more because she is very much intimate in the process.

Ms. Johnson: We share some of your sentiments with regard to the need to urgently find places to treat the child offenders. The law clearly states that they are required to be placed in rehabilitation facilities, and if they are on remand, then remand facilities.

As an interim measure, what we did seek to create was a facility at St. Jude's, a separate and private wing at St. Jude's, to accommodate the girls and we did the same thing at St. Michael's. Unfortunately that interim facility is still in a state of completion. It is able, right now, to accommodate the boys, but we are now doing the high security fencing. So that facility, by 10th July, should be ready and should be able to be certified as a rehab facility by the Children's Authority. So those are the interim measures. The St. Jude's facility for girls, that has been completed and that is available. So we would not have a situation where we have to put the girls at the female prison any longer.

The long-term arrangement is to create facilities that meet all the standards for boys and girls who are on remand or are convicted and are to be rehabilitated. And as PS said we are looking at the refurbishment of YTC to treat with the boys and we now have plans to create a facility, separate and apart from St. Jude's, for the girls, and those plans, we are working with Nipdec to create that facility to treat

with the matter in the long-term.

We understand that the matter has to be treated urgently, and so we have been trying our best, as PS said we have a \$72 million arrangement, in terms of the accommodation for all children, and within that, the focus right now is on the remand, rehab facilities, long-term, for the boys and the girls.

Mr. Mark: If I may just switch gears to the ecclesiastical organizations. Could you provide us, Madam PS, with a detailed breakdown of the \$1.5million that has been allocated to ecclesiastical organizations? And could you share with us as well how this money, how would it benefit directly these organizations on an individual basis, in terms of a breakdown in allocations? I would like to know how this is going to benefit these organizations, because we have this figure of \$1.5million, and I am sure that there are several organizations that would benefit from it. Could you give us a detailed breakdown of these organizations, and how do we go about monitoring and evaluating the efficient use, the efficient spending and whether we are getting value for our moneys that are being allocated to these ecclesiastical organizations?

Madam Chairman: If I could just assist in the interest of time. If I am not mistaken, there is a policy to be worked out and it is just in draft. It has not been approved and there is an undertaking that that policy, once approved, will be shared.

What I may ask though is, would you all be in a position to say what structures are envisaged for evaluating and the expected benefit of this kind of programme, without touching on a policy that is not yet approved?

Ms. Jones: Thank you. One would expect that when the bodies approach for funding, they will come with a proposal and the proposal will have very clearly work breakdown structure and with respect to—using the project management

approach. Also, very clearly, to identify the usage that they are going to, so we can be able to track what you are going to do. From our research we have seen, in the past, a lot of the funding allocated to these organizations, in two areas largely, to assist in probably repairs of their buildings and also for events. We are saying that we would need to see to ensure that when you submit your proposal, that we can be able to have you in an interview and also do some site visits and ensure at the end of the day that you submit receipts or even some sort of report, with respect to how the funds have been utilized. But as we said before, this matter is in draft, a draft policy, and we are moving forward.

Miss Baksh: Madam Chair, through you, my question deals with the accountability of the accounting officer and fraud. All right? Can you tell me what systems are in place to ensure that financial procedures and practices are adhered to and in keeping with the Exchequer and Audit Act, Financial Regulations and instructions, and the Cabinet's decisions?

Ms. Jones: Thank you. We are guided by that Act and to support us in that regard, we do have our internal audit system. We have an internal auditor. She is here today. What the auditor has to do is to submit, at the beginning of the year, her annual work programmes. And inside of there they will visit and submit reports. When we get the reports, the accounting officer would look at it. We would be able to approach the different divisions to find out what is happening there, and also to try and see how best to engage in service improvement, if it is training that is required or whatever other physical requirements that are being put upfront to treat with that.

On the issue of fraud, we are guided. It is very clear, section 131 and 132 of the Exchequer and Audit Act is very clear of what we have to do, because when we see, based on the auditor's report, if there is any finding, we have a responsibility

to report to the Treasury. As well, if there is any issue of fraud we have an obligation to report, lay that before the police for investigation to take place and there is also a responsibility as well, if we are seeing that. We also have a responsibility to inform the Service Commissions Department that this is an incident and whoever is accountable for the funding at that time, for action to be taken in that regard.

In the case of the homes that fall under this particular study, what we are doing here, we have the internal audit. They go into the homes and they do the audit as well. When we get it we approach the boards, because they have a responsibility to treat with those issues.

In one case where we found that there was an issue, we reported it to the police. It was an allegation of fraud, based on the auditor's report and we got an independent auditor to come in and do audits at that home and that matter was referred to the police and it is currently being addressed there right now.

So we follow the Exchequer and Audit Act to the letter to be able to guide us in actually treating with those issues of ensuring that there is not falling on practices in the organizations.

Madam Chairman: Thank you.

Miss Baksh: Just one more question. What penalties are in place for entities found of child abuse?

Ms. Jones: Well the issue, that would be guided by the Children Act. Very clearly, the manageress as well, that will have to be reported to the police as well and it will become a criminal matter. In that regard, based on the outcome, that entity may be decertified, or no longer be eligible for licence under the new regime.

Madam Chairman: Thank you very much.

Mr. Dookie: Thank you very much. PS, you highlighted the benefit of your

internal audit function, the question in that regard, is it adequately staffed? Is the operations of your audit function adequately staffed, in terms of the number of manpower and the relevant skillset?

Ms. Jones: I would say no, given the magnitude of the responsibility, but I would really like my internal auditor, if you may, to speak to those issues because it is intimate to her.

Ms. Maharaj: Currently, in terms of the staff at the internal audit unit, there are five persons, including myself. With the coming of the homes and these NGOs that we have now, the work has expanded. I am new to Office of the Prime Minister, and as I understand their portfolio was not so large before. So, there is some planning. I have to look at our work programme for the rest of the year, seeing that we have the NGOs and the homes and see where we need the manpower.

We have auditing assistants. We have myself as an Auditor II (Acting). So I think going forward, looking at the rest of the year's work, we may need to increase the staff.

Mr. Dookie: All right, just one more, quick question, because I think I see the benefit of the child care plan approach for costing. My question regarding that is: who is responsible for designing the child care plan?

Ms. Jones: PS Johnson would respond.

Ms. Johnson: The child care team at the homes are responsible for designing the plan in collaboration with the Children's Authority. So, at all the four major homes, what we have installed, we have installed the child care teams and they are working with the Children's Authority to have the children assessed and have the plans drawn up for individual care for each child.

3.20 p.m.

Mr. Dookie: So it is a collaborative approach?

Ms. Jones: Yes it is.

Mr. Dookie: Thank you, Ma'am.

Madam Chairman: Thank you, and might I just ask the PS, I am interested in this National Association of Administrative Professionals, and that subvention of, I think it is \$1 million, yes?—which is for the refurbishment of a building that exists? I just wanted to ask—I see no expenditure for this at all, and payment is to be determined subject to a site visit. Has the site visit taken place?

Ms. Jones: It has and they are challenged, as a matter of fact we have asked the Ministry of Works and Transport to visit and see how best they can advise. Because from what we have seen, the Cabinet in 2009, agreed to assist the association because their strategic plan was to establish a finishing school for administrative professionals. In order for them to be accredited, they needed to have the facility up to mark, that is where the funding—but to date, we have given them \$300,000, and we have noted that they have not done much with it. So we would have to make some decisions there with respect to how we move forward with them on that.

Madam Chairman: So this \$300,000 was given in this fiscal year—

Mr. Jones: No.

Madam Chairman:—because this was approved since 2011?

Mr. Jones: Yes.

Madam Chairman: And every project is supposed to have a scope and a time frame.

Ms. Jones: That is right.

Madam Chairman: So it means between 2011 and 2016, this has been coming under subsidies and transfers as a project, and I think the question I am really asking is, how is this really classified as a project if there seems to be no time

frame and possibly no scope?

Ms. Jones: Well, that is an issue we are addressing right now, and we are seeing that, you know, based on what the Ministry of Works and Transport informed us, it would put us in a best position to advise the Cabinet in moving forward, because it seems as though they are having serious difficulties in moving forward, in completing their building.

Madam Chairman: Then can I ask you, PS, if whence that determination is made, if you can, therefore, in writing, share with the Committee what is the plan for this particular—and I put it—“project”?

Ms. Jones: Certainly, Chair.

Miss Ramkissoon: Thank you, Madam Chair. I have listened to your responses in relation to children’s homes, and I learnt of your internal audit involvement, as well as their best practices used in your children’s homes. I look at the submissions under children’s home. That is No. 33 on the spreadsheet if you want to follow. I also look at the capacities of the homes. I would just like some clarification on how you determine how money would be allocated to this private community residence or children’s homes?

For example, we saw the Credo Aylward House was allocated \$100,000 for five children, when the Ferndean’s Place Children’s Home, was allocated \$45,000 for 11 children, and Mothers’ Union Children’s Home, was allocated \$45,000 for 10 children. So how are these figures determined, because from the mathematics it is not looking per child, it is looking as for something else because some homes were given much more and was not relating much for the capacities, because we are looking at the table that was submitted for capacities. So if you can just share some information?

Ms. Johnson: The subventions awarded to the homes were based historically on

their submission to the former Ministry of the People and Social Development, and they would have submitted information specific to what their costs were like, to manage their homes. It is out of this, a submission would have been made to Cabinet, and a decision to fund in the particular amount that we are seeing here.

What we have were indicating previously, is that this is not a fair and equitable system that we are using, and that is why we want to discontinue this system, and move towards a cost per child system. So you are rightly seeing here that it is not equitable and that is what we want to move away from, and that is what the policy is all about.

Madam Chairman: Ms. Johnson, maybe you could just help us, in terms of the— will that policy also apply to the children's homes, not the community residences. There are some other homes that you referred to, would it apply to all?

Ms. Johnson: They are all considered community residences under the law. The onliest distinction here is the four large ones, St. Jude's, which we call state homes, because we fund nearly 100 per cent of the expenditure associated with those operations. But the other 46 are the small privately-owned homes, like Bridge of Hope, Casa de Corazon.

Madam Chairman: The reason I was asking is that, well, I am only seeing 12 here or 14.

Ms. Johnson: Well, those are the ones we currently fund, Madam Chair, but there are others which—

Madam Chairman: Who qualify?

Ms. Johnson:—who want children who are not, yes—who are not receiving anything.

Madam Chairman: And, therefore, if they are not receiving anything, are they then still under the scrutiny of monitoring and evaluation in terms of standard of

care by the Children's Authority.

Ms. Johnson: By the Children's Authority, but not by the Ministry, because they are not receiving a subvention.

Madam Chairman: Okay. What I want to also ask is, some homes or residences may be getting financial assistance otherwise, through donations and so on. Is there any reporting function to the Ministry, any monitoring and evaluation by the Ministry? Now, we are talking about only those that are assisted by you, because it means they have other sources of revenue.

Ms. Johnson: And that is monitored on a quarterly basis, because they receive the subvention on a quarterly basis. So each quarter, they provide a report for us; their quarterly report. We have trained them to do this reporting system. They do that reporting. We do our investigation to determine that the moneys are being applied appropriately, and then we release the subventions.

Madam Chairman: And that reporting is according to the template that you had?

Ms. Johnson: Yes.

Madam Chairman: Thank you.

Miss Ramkissoon: Madam Chair, as we are speaking about children's homes, it was noted in the spreadsheet that there were two homes I kind of considered. One where one the children was over the age of 18, and one home where it was over the capacity holding, and they had more children. I do not know if the new policy would be dealing with how you are going to deal with these cases, because I do not know what you all have in place to deal with this, because I would not like to see a home holding more children than it should.

Ms. Johnson: The policy does not speak to funding children over the age of 18. A home's decision to keep a child beyond 18, arises for several reasons. The child cannot be reintegrated. It would mean putting out the child on the street, and

leaving them as a vagrant. Some homes have decided to keep one or two of them, who are you just cannot place them.

We spoke about earlier, the entire care plan for children. We have created—we are in the process of commissioning a home transition home for boys. We want to do the same thing for girls, so that we can place those children and allow them to transition into normal life, by providing them with the support necessary, finding jobs, giving them the skills required to live alone, and that sort of thing. That is the overall plan to treat with those children who require transition.

Madam Chairman: So those are really young adults?

Ms. Johnson: Yes, over 18.

Madam Chairman: Okay. I just want to ask one other thing with the breakdown, the spread I saw. In terms again, and I understand it will most probably be the Children's Authority, but again, in terms of any sort of reporting function. I have seen some really wide age spreads based on something you have sent, like: children, 2—14; 2—18. In terms of—and I do not know if it would be your policy department would look at that. In terms of—how is the segregation for the care? Because I expect the needs of a two-year old would be very different from the needs of a 15-year old, and certainly securing the vulnerable from the older children. In terms of your monitoring and evaluation, is that taken into account?

Ms. Johnson: That will be taken into account by the Children's Authority, but in terms of how we are paying, we have categorised the children. So zero—4, that child does not require any social/psychosocial analysis, so we would not pay for that kind of service for the child. So we have done it in categories based on age. So we are paying according to the age group that the child falls in.

Madam Chairman: So in terms of all your monitoring and evaluation, it is really just a sort of financial base?

Ms. Johnson: Yes, Madam Chair, but remember, we have a child team at the Ministry, which has responsibility for overall monitoring and ensuring, that we meet the standards of the Convention on the Rights of the Child.

Madam Chairman: Okay, thank you.

Mr. Cuffie: Thank you, Madam Chair. I wanted to ask a question of Ms. Lucas. She mentioned earlier about the support for the homes, and she mentioned the La Horquetta Home as one of those homes that receive some kind of budgetary support. Now, I know that the home has a relationship with the Child Welfare League and also with Servol. I know of the home because I have visited it. The resources that are given to the home are not really adequate.

In terms of the—we are talking children here, and it is a children's home. So we agree to make this subvention and we assume that the Child Welfare League and Servol will be able to gather enough resources to have the young children who are kept there, to support them. From what I have seen, that is not always the case. In terms monitoring and evaluation, what do you do to ensure that the budgetary support that you give to these homes is adequate, or that the quality of service to the children is something that we would all desire?

Ms. Lucas: Just to clarify, are you talking about a home in La Horquetta?

Mr. Cuffie: Yes.

Ms. Lucas: But the La Horquetta centre I mentioned was actually the centre for the adolescent mothers programme, which is not a home. It is like a training centre or a day-to-day schooling, if you—

Mr. Cuffie: It is more than that, because children live there.

Ms. Lucas: No, sorry. I think maybe there is a miscommunication. Okay. The part that we—okay, the last—we were at the centre a couple weeks ago, because we were conducting an evaluation at the moment. As far as I am aware, it is not a

residential centre. It is where they come in and there is a nursery on site, but they do not stay there overnight as far I am aware

If there is that home function, we do not fund that aspect of it. What we do is, we fund the Child Welfare League's head office, and then they disburse as necessary. So in terms of your question in asking for quality of service, if it is in respect to the home function, as PS Johnson would have mentioned before, that would mostly be with Children's Authority, with whom we try to triangulate the reports that they send to us.

In terms of adequacy of funds, with the evaluations that we conduct and any assessments and reviews that we try to conduct, we would then look at the funding. Most of the times if organizations need more funding, they would submit an application for an increase in subventions, which would then go through to review process as necessary.

Mr. Cuffie: Let me just hear, who submits their applications, the Child Welfare League or the—because there is supposed to be a relationship with Servol, I think, or the people who actually run the home? Who submits it?

Ms. Lucas: It would be the Child Welfare League, because they are the organisation to whom we give subventions.

Madam Chairman: Could I just ask—and these are going to be the last two questions in the interest of time, and, therefore, members any other questions, we could to submit to the Permanent Secretary in writing, and I am sure we will have their usual cooperation.

Dr. Bodoë: Thank you, Madam Chair, and this is just a simple one. Through you, PS to Ms. Tracey Lucas. With regard to the expenditure on the Child Welfare League, do you have a number in terms of how many mothers may have benefited, for the expenditure for this period?

Ms. Lucas: We can supply that information to you in writing?

Mr. Mark: Yes. Thank you very much, Madam Chair. Madam Permanent Secretary, I would like to have some clarification on behalf of the Committee. We are dealing with transfers and subsidies, but there is no development programme here, and there is no infrastructural development access or programme here as well.

Now, we all are aware that the Office of the Prime Minister has embarked upon a programme of restoration of many buildings in Port of Spain and beyond. I can tell you what I read in the newspapers thus far, the Red House which is the seat of Parliament, the Magnificent Seven around the Queen's Park Savannah. If I am not mistaken, President's House is included among others.

Now, it is the restoration, rehabilitation, is there any allocation in your programme, in your budget, in our allocation, thus far, for such activities in terms of restoration work at the Red House or the Magnificent Seven? Would you want to share with us?—because we have been reading, but I see we only have before us, transfers and subsidies and no development or consolidated programmes. So where is this coming from? Is this a fact, or is this just my imagination?

Ms. Jones: Chair, member, it is not your imagination. The Cabinet is addressing that issue. In respect to two of the historical buildings, we have some funding for them, and under the Parliament some funding was allocated as well, and that is being addressed as well. I know that the Stollmeyer's Castle, as well as the Red House, some funding is there to actually get those projects ongoing—and Whitehall.

I do not have the information that you seek here at present, because what we were told, this was not part and parcel of what we would have been asked here today. We would have—what we would require is to get the additional information

and provide to you at some later stage.

Madam Chairman: So can I ask then, Madam PS, if we can get that within a week, please?

Ms. Jones: Certainly.

Madam Chairman: With respect to the funding.

Ms. Jones: Sure

Madam Chairman: And the sources—

Ms. Jones: Thank you.

Madam Chairman:—for those additional projects, okay?

I just want to ask you lastly, Madam PS, we said that the Committee is supposed to assist and, therefore, I think it would be remiss of us if we do not ask you having regard to your remit, and this particular portfolio, if there is any aspect you would like to share with us, that you feel that the Committee could be of assistance in helping you gain greater efficiencies and value for money?

Ms. Jones: Chair, this morning I was looking at the Parliament Channel, and I saw the Auditor General before the PAC responding, and certainly the issue of internal audit, that is an area that we really and truly need some assistance. From our discussion here today, you would see basically we are just dealing with one aspect of the challenges, that where we are dealing with children, as well as other, you know, those institutions which are out there assisting in achieving the goals with respect to providing the necessary care and attention for the children.

We would certainly like, as far as possible, to have an integrated approach and we are working in that regard with the other agencies. The agencies such as the Ministry of Social Development and Family Services, as well as the Ministry of Community Development, Culture and the Arts, to make sure—and the Trinidad and Tobago Police Service. So that we can be able to address some of these

problems that we are seeing, with respect to our children. For us, less children in the homes would be better and we are trying as far as possible to be able to achieve that. So advocacy in some way, we would really like to deal with that— assistance from the Committee in that regard.

Madam Chairman: So I want to thank you, Madam PS, and your team, Ms. Richardson, Ms. Maharaj, Mr. Barry, Ms. Rahim, Ms. Johnson, Ms. Lucas and Ms. Parkinson, for your attendance here, for assisting us in this discussion, and for us understanding your work, with the discharge of your responsibility, in the interest of the people of Trinidad and Tobago.

I thank you very much. And you all are relieved.

Ms. Jones: Thank you.

Madam Chairman: This meeting is now suspended for the Office of the Prime Minister to leave, and then we will take the next agency, which is the Trinidad and Tobago Police Service.

3.42 p.m.: *Meeting suspended.*

3.50 p.m.: *Meeting resumed.*

TRINIDAD AND TOBAGO POLICE SERVICE

OFFICIALS

Mr. Stephen Williams	-	Commissioner of Police (Ag.)
Mr. Andy Bradshaw	-	Superintendent Finance
Mr. Trevor Boissiere	-	Head Internal Audit
Mr. Someet Ramroop	-	Head Administration
Mr. Ramdeo Ramesar	-	Head Finance
Ms. Liloutee Balroop	-	Accounting Executive I
Mr. Felix Pearson	-	Head Planning, Research & Project Implementation

Madam Chairman: This public meeting of the Eleventh Parliament of the Public Administration and Appropriations Committee is now resumed. I just wish to remind that the purpose is to examine the 2016 expenditure of four departments. We have already examined one department, that is the Office of the Prime Minister, and we shall now look at the Trinidad and Tobago Police Service under the following Sub-Heads:

Current Transfers and Subsidies

Development Programme Consolidated Fund; and

Infrastructural Development Fund.

I would like to take this opportunity to welcome the representatives of the Trinidad and Tobago Police Service, and I now invite them to please introduce themselves

[Introductions made]

Madam Chairman: To open the conversation, I would invite the Commissioner of Police Acting, to just give some opening comments with respect to the matters under the consideration of the Committee. Thank you.

Mr. Williams: Madam Chairman and members of the Committee, just to indicate that the Trinidad and Tobago Police Service continues to focus on making best use of the available resources given to us. We seek to comply with all the requirements, Financial Regulations and other provisions, make the necessary applications for releases in accordance with the various Heads: Current Transfers and Subsidies, Development Programme and the Infrastructure Development Fund. We seek to comply with all the necessary rules and regulations as we proceed with making use of the releases under the various Heads that are provided to us.

Madam Chairman: Thank you so much, commissioner acting. I just want to lead off the discussion in asking you as the accounting officer, if you could explain to

us your accountability to the Parliament. With respect to that, you would have had delegated and devolved some responsibility to others, and how do you oversee that in discharge of your ultimate responsibility?

Mr. Williams: By way of accounting to the Parliament, we so do by way of responses, by way of the various committees that Parliament has provided. For instance, this Public Administration and Appropriation Committee, and we provide all the necessary documentation, support and referencing for the manner in which the moneys allocated to us would have been effectively utilized.

For the purposes of carrying out my function as the accounting officer, I am effectively supported by a team, and that team comprises the Head of Finance, supported by the accounting executive out of that very said Finance Department. We do have the head Internal Audit providing us with support services in the context of auditing internally for the organization. We have other heads who provide additional support. As it relates to the developmental programme, the head planning provides that additional support.

Madam Chairman: I am sorry. I want to invite members of the Committee to now ask any questions to get some clarification on any issues and I would start off by asking member Baksh.

Miss Baksh: Madam Chair, through you, can the Commissioner of Police outline the performance management system in place for assessing the training and development needs of the police officers? Can you give an overview on what high-level plans considers?

Mr. Williams: Hon. Chairman and members, the Trinidad and Tobago Police Service has, by way of the general performance of the organization, we have a performance management and appraisal system for the individual performance of officers. That is effectively managed, monitored, followed through by the support

of the Human Resource branch of the Trinidad and Tobago Police Service, a senior Human Resource Officer is effectively assigned to that portfolio and does that as a mainstay function throughout the given year.

Miss Baksh: Yes. My other question has to do with the police youth clubs. Can you provide context on the monitoring and evaluation of the police youth clubs? What systems are in place? Can you confirm value for money invested, and what are the key performance indicators that support same?

Mr. Williams: As it relates to the police youth clubs we do, in fact, have by way of the organization an assigned executive officer in the person of the Assistant Commissioner Community Relations holding the portfolio for managing the activities of the police youth club. That office holder is effectively supported by a secretariat, community policing secretariat, which provides a support role for monitoring and assessing the functions of the individual youth clubs. Each youth club is supported by what we call a management committee, and that management committee comprised of the assigned police officers to the youth clubs and the respective members of the community who support the youth club along with parents and guardians.

We continue to monitor the functions of the youth clubs, but as it relates to youth clubs, it is really built around life-time development. Youth clubs span five to 25 years, and when we are assessing, we do in fact assess consistent with the outcome, and I call it long-term outcome. For instance, quite recently, the Sangre Grande Police Youth Club had a revisiting function for the persons who would have passed through the youth club. To my astonishment, some of the persons who appeared as members who went through the youth club and finally are making a major contribution in the country, including the Chief Petty Officer of the Coast Guard—Fleet Chief Petty Officer who is the head Chief Petty Officer in the Coast

Guard went through the Sangre Grande Youth Club. He gave an entire account as to the influence of the youth club on his life.

The Immigration Officer IV who is assigned for passport issuing and control out of the Port of Spain office, she also gave an account for the functioning of the youth club and the impact it had on her life. There was a Staff Sergeant out of the Defence Force, female, who also gave an account of the functioning and impact of the youth club on her life.

I think right in the very said Parliament, there are Ministers and other representatives who can, in fact, give account out of the Roxborough Police Youth Club in Tobago, and they have actually publicly given an account. So there are obvious results, positive results and impact in changing the direction of the life of young persons and moulding and shaping them with the youth club and its historical flow as we do some reflection on what happens with youth clubs.

On a current basis, there is always an assessment by way of academic achievement, sporting achievement, musical attainment and we do that on an ongoing basis.

Miss Baksh: Yes. Okay. I just have one more question under Current Transfers and Subsidies. It has to do with Interpol. How has the knowledge and expertise received from member countries of Interpol benefitted Trinidad and Tobago's fight against crime? Provide the relevant information to prove that measures or mechanisms taken from the recommendations from member countries are utilized.

Mr. Williams: Interpol by way of the name is really the lead police agency globally. What it does is create a network, a global network, for exchange of information with a clear set system which identifies persons who are wanted. So we have different categories of notices, which are distributed and you can identify persons who are wanted from other jurisdictions.

Trinidad and Tobago over the years has, in fact, detained persons consistent with the requirements of other countries and the various notices, and facilitated the return of those persons to those countries. In a similar way, when Trinidad and Tobago requires somebody we do, in fact, issue notices and we can access the support of all the other countries using the mechanism of Interpol.

By way of general visit, Interpol has various databases which is made available to all the member countries, Trinidad and Tobago being one, by way of passengers entering the jurisdiction. The Advance Passenger Information System is effectively facilitated through Interpol. So you have numerous databases and other supporting software systems for which Interpol provides the support to Trinidad and Tobago and we benefit on a consistent basis.

Miss Baksh: Thank you, Mr. Williams.

Madam Chairman: Commissioner, just in terms as we are dealing with Interpol, and I think you have just enumerated a number of benefits. I have not seen any expenditure to date for Interpol. I guess that is like an annual subscription fee?

Mr. Williams: Yes we do annual subscription fee to Interpol. So that is the main contribution.

Madam Chairman: With no expenditure to date? Am I correct?

Mr. Ramesar: Madam Chairman, we have paid our—all we are required to do with respect to Interpol is to pay our annual subscription fee, which we have done for the current fiscal.

Madam Chairman: When was that paid?

Mr. Ramesar: That was paid—Madam Chairman, \$150,000 was paid as at June.

Madam Chairman: Or, it was paid last month?

Mr. Ramesar: Yes.

Madam Chairman: All right, okay. Thank you very much.

Mr. Cuffie: Thank you, Madam Chair. Commissioner, I wanted to go back a bit to the police youth clubs. I understand the benefits you outlined. What I am trying to get is, going back into the monitoring and evaluation, what metrics do you use to show that it is successful over the short term and even the longer term? Because somebody, let us say in Sangre Grande, and turned out well may have turned out well in any case. What I am trying to find out is: do you have a goal when you establish a club in a particular area based on the profile of the area, the crime statistics? Are you able to say that in those areas where there is a heavy incidence of crime that the clubs have been successful in reducing the level of criminality in that area over any time frame?

Mr. Williams: The direct relationship to the reduction of crime, it is difficult for us to separate it by way of cause and effect relationship. However, there is obvious positive correlation between the activities of the youth clubs and the change in crime and crime patterns in some communities, and I would give you an example.

Bagatelle youth club was formed, and what we saw one year after the formation of Bagatelle youth club, with the engagement of the Bagatelle community, we saw an almost surprisingly large drop in crime, all categories of crime in the West End Police Station district, and the area of Bagatelle we saw a massive drop.

Now, while we identify a correlation between the work done by the Bagatelle youth club, we cannot establish that Bagatelle youth club by itself caused the change. As you identify the linkage to crime, I can give that as an example which is a recent example as we analyze the reduction in crime in Western Division. In 2015, we say that as an obvious example of that reduction contributing to it.

Mr. Cuffie: Thank you for that Commissioner. That is what I was really looking

for. Now, I want to ask a question on the \$5 million contribution to the ex gratia awards under "Households". In your explanation you said that the payments are made on an ad required basis. I want to get an idea of the policy. What policy you have to determine what injuries are compensated for and how much is allocated, depending on the kind of debt. I want to get an idea, because this is a matter that is in the public domain and clearly you have a policy to address it, but we do not know what it is.

Mr. Williams: Compensation is not addressed by the Trinidad and Tobago Police Service policy, it is addressed by the law. There is legislation which provides specifically, and there is a Compensation Committee set up under the Ministry of National Security for which I believe the members are appointed by Cabinet. So that committee sits. People make the necessary applications in keeping with the law and the committee make the determination as to how much can be paid by way of compensation for injuries. Injuries, generally, relate to some form of permanent whole or permanent partial disability. If it results in death, that issue as the law exists now, amounts to three years gross salary compensation for the family of the deceased officer. So that is dealt with by way of the law.

Mr. Cuffie: In terms of the death, I understand that. In terms of the committee deliberating, there is no policy that informs the committee on how it treats with injuries. So they can come up with one figure for one injury and another figure for another. I am just trying to find what the policy is, because it says here "as required basis". I am trying to understand what that means.

Mr. Williams: That was really highlighted to say that there is no fixed way for the police service to account for the figures. We do not know when somebody will be injured so "as required basis", basically means whenever events occur, the committee will, in fact, make their determination based on the application of the

individual or the family and then on the basis of the committee's allocation, we pay out the money. But the police service itself does not deal with the identification of the allocation. It is the committee which deals with that.

Miss Olivierre: Thank you, Chair. Well, you will forgive me for going back to the topic of the police youth clubs. You spoke so warmly about the positive impact and you have given so many examples really of how it is making a difference in many of the communities. So, I do want to commend the police service on this initiative. I have no personal stories to tell. I have not been a member, but there are a number of police youth clubs in my constituency and I do, in fact, see the impact of it on the youths taking part. I do commend you all for that effort.

Now, I know that there has been a reduction in your allocations. It was \$5 million last fiscal year and now it is \$3 million for 2016. I also know that \$1 million of it is being diverted to Riverside Plaza. So I am wondering—well there are two things I am wondering. One, are you satisfied with the allocations that you have been getting for the youth clubs? Secondly, what challenges do you anticipate then that you would have in managing youth clubs properly coming out of the reduced allocation that you have gotten?

Mr. Williams: I would answer partly, and I would get support from Mr. Felix Pearson. As it relates to youth club activities, there are two areas for which funding is derived. What you are alluding to is under the Development Programme and I would ask Mr. Pearson to explain that.

Generally, on an ongoing basis, under recurrent, we do have funding for youth clubs, which will be explained separately, but the question that you pose is quite consistent with the developmental programme.

Mr. Pearson: The allocation that was given for the police youth clubs, under the Development Programme was targeted largely to cater for accommodation for the

police youth clubs, because we have had a proliferation of these clubs without adequate accommodation for them. The allocation really was woefully inadequate for this period, but we also were challenged with the issue of having to manage expenditure associated with Riverside Plaza, which the police service has recently occupied.

We have an urgent need for the development of the services at the plaza, because it currently houses a number of critical units for the police service. Because of the inadequacy of that allocation, the police service internally was forced to make an internal decision to reallocate some of the funding to enable us to keep Riverside Plaza operational to have the benefit of the critical units that operate there.

And, as well, the Community Policing Secretariat which manages the issues around the police youth clubs is also housed at Riverside Plaza. So, again, to support the administration of these clubs is critical that we make that facilitation as well.

Miss Olivierre: Well, given your challenges in accommodation, I am aware that some of the clubs would receive some level of support from the national companies and corporations. So, would you then seek to actively seek out some support from the wider community in supporting your activities given your reduced allocation? Is that something that you would actively seek support with?

Mr. Williams: Yes. Actually, we have been doing that. We have been reaching out to corporate Trinidad and Tobago for certain levels of support, and we have been receiving some support from corporate Trinidad and Tobago. One company within the state enterprise environment is NGC, which has sponsored just about I think five of our police youth clubs, and that has been a tremendous help for us. There are other companies who have been giving partial sponsorship to the youth

clubs, so it helps us to basically run the youth clubs.

On a general basis, we have around \$5 million which we are assigned for running the youth clubs, and we have in excess of 100 police youth clubs. So if you would just do the maths, really you cannot do much with any one youth club. So the youth club, they generally try to reach out to raise some funds with different lil activities whether it is a bar-b-que or whatever to help the youth clubs continue to run, but it increases the relationship within communities because you have the adults all working together. One of the positive things is that you have a lot of retired persons volunteering their service to assist young people through activities in the youth club by teaching young people different forms of skills and training.

Dr. Bodoë: Thank you, Chair. Just to follow up on the police youth clubs, I just want to take the opportunity to commend the Fyzabad Police Youth Club for doing a wonderful job. I was fortunate to be part of a march against crime two weeks ago, and to say that they are doing a good job.

Commissioner, my question really relates to training and, in particular, to the Trinidad and Tobago Police Academy with the allocation of \$23 million. And, of course, while there are many, many good officers out there on the streets, the question sometimes of training comes up. So the question would be: are you happy with the level of training that is currently given to police officers? If I may follow up by asking, in terms of the number of officers who would be trained during the year.

Mr. Williams: I would answer the question on whether I am happy. I would never be necessarily happy until the police service is performing at its best, supported by the extent of training. We do in fact have extensive training taking place round the year, all 12 months of the year, out of the police academy, but also we focus on extending our training beyond the Police Academy also to other institutions

supporting the police service.

We have institutions such as the Arthur Lok Jack Graduate School of Business. All the short courses that they offer, we assign police officers to attend those short courses and we seek all the other support from COSTAATT, UWI and all the other local institutions. We also extend training beyond the academy looking at other institutions, external Trinidad and Tobago, to support the development of our officers. But training is really the lifeblood of the development of the police service, so we have to continue to aggressively pursue training. Part of the challenge with the academy, there was a historical need for some level of expansion. We have not been able to pursue the expansion of the Police Academy over recent years. That would have been through the Development Programme. The funding for that expansion has not taken place so that we can do much more at the Police Academy.

Dr. Bodoë: Just a follow up, commissioner. I see that you are in the process of seeking accreditation with the Accreditation Council of Trinidad and Tobago. Can you indicate how far long you are in that process or how close you are to achieving that?

Mr. Williams: Well, we are progressing pretty well. We have reached the point of registration, which is a stage given prior to accreditation. We have a team working on a continuous basis. We have been engaging some level of consultation with some of the other institutions. We have gotten some support by way of some expertise, some of the key personnel out of COSTAATT giving us some support as we shape the process to get accreditation. We have been getting some support out of some staffing by UWI in the form of a partnership arrangement. We have also gotten some support out of UTT. So we are reaching out to the other institutions, established institutions in Trinidad and Tobago, to aid us on our way forward and

we have been getting that voluntary support from the other agencies. So we have a committee going, and it is ongoing hoping that we can achieve accreditation within—we project within a year to a year and a half.

Miss Ramkissoon: Thank you, Madam Chair. I have two questions and one stands from the previous member's contribution just now on the Trinidad and Tobago Academy which is 04/009/02. I saw that transfers was approximately \$5.4 million, and when I looked at the breakdown I was unable to really follow what was the allocation, because I am seeing different numbers, but I do not know for what. So if you could just share some enlightenment on that because I am seeing different values, but I am not sure for what, and that was provided as number six in the submission under "Current Transfer and Subsidies". My second question.

Madam Chairman: Member, might I just ask that you allow the Commissioner to answer.

Miss Ramkissoon: All right.

Mr. Williams: I would take some assistance from Mr. Ramesar, Head of Finance.

Mr. Ramesar: Thank you very much, Commissioner. Through you, Madam Chair, the amount provided, the allocation provided to the Police Academy of \$23 million is really to meet all the recurrent expenses with respect to the police academy, which includes training, which includes minor equipment, everything of a recurring nature. So the allocation that you would see on a monthly basis would be in respect of meeting those recurrent expenses on a monthly basis.

4.20 p.m.

Miss Ramkissoon: Sorry, where are you reading from?

Madam Chairman: I think the question you had asked member, is that you had seen \$5.39 million, but you are seeing releases, and you are wondering how is that made up, and I think that is what the officer is trying to explain. It is not

necessarily a sum every—

Miss Ramkissoon: [*Inaudible*]

Madam Chairman: No, but I think you need to read this in terms of when this allocation was made up to. Because there is a time schedule to the left. DD is Date of Disbursement, Mr. Ramesar? If you look at page 3 of the submission.

Mr. Ramesar: Yes.

Madam Chairman: Okay. The way I understand it, this only takes us up to the twelfth month 2015.

Mr. Ramesar: Yes. This was only done up to—

Madam Chairman: The twelfth month 2015?

Mr. Ramesar: Yes.

Madam Chairman: But, in terms of the location that the member is looking at, that is in the complete right hand corner of the table.

Miss Ramkissoon: The \$5.39 million.

Madam Chairman: No, what I think this shows is that even though there is an allocation of \$23 million, only \$5.39 have been transferred to the entity thus far.

Mr. Ramesar: Yes.

Madam Chairman: And not thus far, I am talking real-time, we are talking December 2015.

Mr. Ramesar: That is right.

Madam Chairman: Yes?

Mr. Ramesar: Yes.

Madam Chairman: Okay.

Miss Ramkissoon: It is actually February 2016, it is not sorted. The dates are not in order, so if you look at the 1, 2, 3, fourth, it is actually the twelfth of the second month 2016. So, yes that is what I am asking. So, for the month of October 2015, I

saw \$2 million go to that academy; for the November 2015, I saw \$3 million; I am actually seeing in December 2015 a loss of \$610—I do not know what that is about, but yes. Then the total here was \$5.3 million.

Mr. Ramesar: Maybe I should take some time to explain the Current Transfers and Subsidies to the Police Academy. Now, it is part of the recurrent expenditure of the Trinidad and Tobago Police Service. Now, in order for us to do the transfers, and I am saying that very loosely, because the accounts with respect to the Police Academy is still maintained at the sub-accounting unit, accounting unit of the Trinidad and Tobago Police Service. So that all the accounting records are maintained at the police head office. On a monthly basis based upon what the Police Academy would require to run the academy for any particular month, they would first of all do an annual projection, and then they would do a quarterly projection of their recurring expenses, and based upon those projections we would do a request for the releases to the Ministry of Finance, who would most times do a monthly release to the Trinidad and Tobago Police Service. Now, what we are seeing here, the \$2 million, and the \$3 million, and the \$1 million are actually monthly releases in respect of the Police Academy to meet their recurrent expenses.

Madam Chairman: And the loss then?

Mr. Ramesar: Now the loss, that is not really a loss, what has happened is that, during this period there were some challenges with respect to other areas of accounting. Now, because of the financial situation we had to do what is called a transfer, a virement, an approved transfer of funds from the Police Academy's account to another account. So, that is why the \$610,000 is appearing as a minus here. It simply means that we have transferred that to another area where the need is more critical. It is releases.

Miss Ramkissoon: My second question: As one of the ways that you have identified of how you overseeing account for these allocation of funds you have submitted it in a form of an appropriation account report, yes?

Mr. Ramesar: Yes.

Miss Ramkissoon: How regularly do you do these reports, and when was the last one you have submitted?

Mr. Ramesar: The Appropriation Account is generally the final accounts that is prepared at the end of the financial year. So, that is like the financial statements of the Trinidad and Tobago Police Service, which is required under the law to be submitted to the Auditor General and the Comptroller of Accounts also, which is eventually laid in Parliament. Now, leading up to the appropriation account there are other periodic accounts that need to be prepared. For example, on a monthly basis we are required to prepare an expenditure statement which is forwarded to the Ministry of Finance, detailing the expenditure and, and commitments, and releases under each line item of expenditure. That is done on a monthly basis.

On a monthly basis also we need to do reconciliation statement of all cheques issued and unpaid cheques which is also done on a monthly basis and submitted to both the Comptroller of Accounts and the Auditor General. Now, over the 12-month period you would find that all these records are put together with other records that are kept in the accounting unit. For instance, we have the vote books which is a ledger, which is where you maintain the accounts. We have the vouchers, the daily abstracts. And I am saying that to say that all these accounts are prepared on a periodic basis are used to generate the Appropriation Account. So, whatever we do during the year in terms of preparing financial documents are all geared towards those final accounts which is the appropriation account.

Madam Chairman: Thank you so much, Mr. Ramesar. Member Mark.

Mr. Mark: Yes. Thank you, Madam Chair. Commissioner of Police and the team, under Transfers and Subsidies, given the nature of national security and particularly policing in Trinidad and Tobago, at this time, how would describe the releases from the Ministry of Finance thus far to meet your requirements under Transfers and Subsidies? Would you say that the releases are timely? Would you say that you are having major challenge in accessing releases from the Ministry of Finance? And if you are, how is this impacting on your responsibilities as it relates to your service to Trinidad and Tobago?

Mr. Williams: I would say at this point in time the releases are not timely. It does in fact impact the functioning of the police service on an ongoing basis. It places some serious challenges on us to deal with the delay in releases. However, in light of what we receive we continue to do our best in serving the citizens of Trinidad and Tobago by way of providing policing service on a daily basis.

Mr. Mark: What would you wish to suggest to this Committee to assist you and the police service in an effort to carry out your responsibility more efficiently and effectively as it relates to timely releases of funds that are critical to you carrying out your functions?

Mr. Williams: Well, if the Committee could influence the timely releases we will be ever thankful. So, we will suggest if the Committee could influence that, we would be very thankful. It would aid us in carrying out our function more efficiently.

Mr. Mark: May I also ask the question as it relates to the Police Service Academy or the Police Academy. We know that you have to recruit the best. The methods that you employ in training have to satisfy best international practice. But, we have a crisis among young people in this nation, especially males. I would like you to share with us, what are some of the challenges the police service is experiencing in

recruiting quality personnel to train and to release in the society to do policing work? And if you can also tell us, what are the numbers involved in batches that are released, I do not know if it is every six months you release a certain number of police officers into the society. You can explain that to us, and how much is required on a yearly basis? A thousand police officers are needed to be released every year? Six hundred, how many are being released on a yearly basis? And what are the challenges you are experiencing, as police commissioner, in recruiting quality personnel for training purposes in this country?

Madam Chairman: All right, may I just intervene here, and just say that I am not certain that the question will come under the heads that we are examining, and it may cause some embarrassment to the Acting Commissioner of Police, so that if that information could be supplied to the Committee in writing, I would say a week from now would be a reasonable time?

Mr. Williams: Thank you very much, Chairman.

Madam Chairman: You are welcome. Member Dookie.

Mr. Dookie: Thank you, Madam Chairman. I am going back to Interpol, I think the acting commissioner made reference to the use of some ICT platform in terms of maximizing the benefits that come out of that relationship with Interpol. The question I want to ask in that regard, is: Do you think the ICT architecture that you have now is sufficient to maximize the benefit that you can get from that relationship the Trinidad and Tobago Police Service has with Interpol?

Mr. Williams: I would say the infrastructure, yes, is sufficient to maximize what is available out of Interpol. What we have to do is continue to make best use of all the applications available through Interpol, and that is what the organization is doing. We have identified all that is available from Interpol, and we are working on building capacity to effectively maximize the usage of everything that Interpol

brings on board, including the training facilities that Interpol has brought on board. They have just developed a major cybercrime institute in Singapore, and we do in fact seek to use that by sending officers for training in relation to cybercrime, out of the Singapore institute.

Madam Chairman: Might I invite member Cuffie?

Mr. Cuffie: Thank you, Madam Chair. Commissioner, the Police Commissioner as an accounting officer is a relatively new development in terms of the law, and I wanted to get from you an idea of how it has worked since you were delinked from the Ministry of National Security in terms of accessing funding and managing your own budget? I want to get an idea of how effective it has been in terms of being able to respond more quickly to the demands of the police service, and to get an idea of the specific benefits you have seen from the office of the Police Commissioner being an accounting officer?

Mr. Williams: Well, speaking for the organization I would say is like a dream come through. Because, that simply says that the level of difficulty that we would have faced in the past to access releases, funding, support from the Ministry of National Security, it took a lot of time to get anything done. At this point in time with the Commissioner of Police being the accounting officer, we can in fact deliver with speed. You have the support mechanism and the team who will provide all the necessary paperwork, and the Commissioner's office is just one floor away from the other offices, and the approvals can in fact be given in a very timely manner.

That allows the organization to continue with the flow of its business in a more timely fashion.

4.35p.m.

Mr. Cuffie: I do not want this to seem like an unfair question, but the powers given for a particular reason that you will be able to access resources more quickly and for the police service to become more efficient. And it has not translated into any of the issues that were identified. And, I do not want to tread on the same ground that Sen. Mark was asking, but I am trying to get an idea of how this greater access to resources and the new model has benefited the taxpayers the citizens, you know, in terms of the fight against crime and making the police service more effective.

Mr. Williams: I can speak to it by way of output and outcome. The police service given a boost of resources, take the resources for instance, a boost of mobility. We changed our policing model from a reactionary model. We got 320 vehicles. We changed the policing model from a reactionary model to a service-oriented model, meaning that we can be out there 24/7 in the communities and deliver service in a more timely manner. By that change we saw an instant drop in the levels of serious crime. That instant drop amounted to 26.3 per cent reduction, the largest reduction in the history of the Trinidad and Tobago Police Service. It occurred by changing the model.

So the boost given by real resources allowed us to change the policing model. We see the results in relation to presence out there and then we see the results in relation to a significant drop in serious crime.

Madam Chairman: Thank you, Commissioner. And I will just invite in the order, member Olivierre, and member Ramkissoon and I will ask members after if we can just look at the Consolidated Fund and the idea of the interest of time any other questions on current transfers and subsidies we can send in writing. Member Olivierre.

Miss Olivierre: Thank you. We are looking at the Development Programme under

the Consolidated Fund, looking at the Establishment of a Community Safety Partnership. Well, there is no project start date; there is just an allocation of \$1 million. I will be interested to know exactly what this Community Safety Partnership entails, what are the items you expected that you need the funds to expend on and what are the expected outcomes of this project?

Mr. Williams: Well, that one is one such item which came out of the new government policy position. The fleshing out of the details of that has not effectively been handed down to us so we are not in a position at this point in time to give the details of that partnership arrangement.

Madam Chairman: Okay, might I ask now, invite member Ramkissoon. And member Ramkissoon that question I think it would apply to everything so I will allow it.

Miss Ramkissoon: Thank you, Madam Chair. My question is directed in relation to the internal audit and I did look at your submission and it showed that there was a change in the internal audit staffing. And the last internal audit only cover things like pension, leave, arrears. I wanted to know what frequency you normally have your internal audit reports as well as, if your internal report looks at the value of your association such as the Association of the Caribbean Commissioners of Police, the youth clubs, all these things, is that under the remit of the internal audit?

Mr. Williams: I pass to the Head of Internal Audit to give a response.

Mr. Boissiere: The Internal Audit Unit is a relatively new unit in the TTPS having only come with the granting of the accounting officers status to the Commissioner. So what is happening now is that the internal audit is now literally finding its feet. There was a period of time where they were without a head, literally, and I came on board from September last year and what we have been trying to do is to put

ourselves on a footing where we can address exactly those issues that you are speaking about.

On the question of the value for money. As far as these conferences and so on are concerned, that would be a little bit outside of our remit unless there was a specific outcome expected by the attendance at the—because we would not be attending the conference to know whether the conference added value. The only way we would be able to assess that is if there was an expected outcome and it was achieved when the people came back.

So, it is difficult for us to really form a judgment on if a conference is—that is something that would fall under the remit of the Commissioner based on whatever the purpose of the particular conferences. As far as other aspects of the Trinidad and Tobago Police Service, we have to basically do a risk assessment and decide well, okay, which areas we would need to pay attention to with our limited resources. The reality is that for this financial year, most of our resources are now tied up in seeing about the back pay. That back pay is a huge exercise and as a result we have had to throw a lot of the resources in trying to get the TTPS in a position to be able to pay the back pay. All right.

So this means that that programme that we would like to have had in place has literally been, more or less, put on hold for a little while until such time that exercise is completed, because the limited resources of the Internal Audit Unit, I mean, the TTPS is a very large organization and for us to have the unit going out there at the same time and checking the back pay is almost impossible. But it is something that is being addressed. We are looking at the structure of the internal audit right now and this is a matter that is being addressed proactively with the Commissioner and with PMCD.

Miss Ramkissoon: Thank you, Madam Chair. Just to follow up. Since you are

looking at the restructuring and you are the head of the internal audit, what do you vision the internal audit to cover for the TTPS if it is not value for money?

Mr. Boissiere: What it will be covering is basically all the financial aspects of the TTPS of being a receiver of revenue and also being a disbursing of funds that are appropriated by Parliament. But more than that, what we have to do is give the Commissioner the assurance that a lot of the internal control mechanisms that have been put in place, whether by means of Standing Orders or legislation or whatever it is are being adhered to.

So what the internal audit sees itself doing is also performing a monitoring and evaluation role. Apart from the traditional financial audit, we would also be assisting in that monitoring and evaluation role to do exactly what you are talking about, the value for money side of it and to see whether there are ways that we could have done something—rather than purchase a vehicle or renting one would have made more sense and that kind of thing. So that is where we would like to head but, obviously, the resources to do that will be different.

Miss Baksh: Through you, Madam Chairman. Does the Commissioner have a direct and distinct role with respect to monitoring and evaluating the projects implemented by the Trinidad and Tobago Police Service? If yes, what is the role and how is that role performed?

Mr. Williams: The Commissioner of Police has an overall responsibility for all projects implemented by the police service. But the Commissioner depends on key personnel who are assigned direct role to monitor different projects that are implemented in the police service.

Madam Chairman: Might I just ask, I am looking now at your table, the Development Programme, Consolidated Fund, Commissioner, and I am seeing a number of projects and specifically the new projects where there have been no

expenditure, no allocations. And really, I am asking whether all of these projects are on hold? Whether they are being reviewed? What is the status of them? And I could just maybe pinpoint a few to put us in context. Like for instance, the refurbishment work to the social unit at the Tunapuna Police Station. The refurbishment work to the ground floor lobby at the Police Administration Building, all the new projects, refurbishments of the Police Commissioner's residence and so on. There seems to be a consistent trend with the new projects. And I am trying to find out what is happening with those.

Mr. Williams: Chairman, I will ask Mr. Felix Pearson to give you full update on those.

Madam Chairman: Thank you.

Mr. Pearson: Thank you Commissioner, Madam Chair. The police service basically has been affected on these projects for a number of different reasons. There is no one reason that affects all the projects across the board. In the example you cited, for example, the Social Work Unit East, that project, the implementation of that project is dependent on the assignment of a Property and Real Estate Services Division of the Ministry of Public Administration.

So we made a provision for that unit anticipating that a property will be made available. We are still awaiting the allocation of that property from Property and Real Estates Services and until such time that allocation will remain in abeyance for us to implement that project.

With respect to the Riverside Plaza projects, for example, we have an issue with respect to pending Cabinet approvals for a number of projects that were included, now in draft estimates for this current fiscal period. Those matters are being addressed through the Ministry of National Security with the Minister to take the items to Cabinet and we are awaiting the approval on those items before we can

proceed.

The other example, the lobby area for the police administration that had to do as well with the issue of availability of releases for the administration of that project. So that what we have been able to do, managing proactively on the basis of the constraints that we have, is that we tend to do all the preparatory work for these projects anticipating that once the releases become available we will be in a mood to proceed with the immediate implementation.

Madam Chairman: Member Cuffie and then member Baksh.

Mr. Cuffie: Thank you, Madam Chair. Mr. Pearson or the Commissioner, could you give an idea of what the plan for the refurbishment of the Police Commissioner's residence entails? Is it that we will have the Commissioner returning to the residence? What is the plan here?

Mr. Williams: If we are speaking about the issue of occupancy, that is what is the intention. Over the years we have not gotten any significant allocation. This time we have gotten something more than the last budget and we are making some effort to utilize the funds out of the allocation so that we can progress the work at the Commissioner's residence. But it is the plan to return to the residence.

Miss Baksh: With all the projects listed at the various stages, can you indicate what percentage is handled directly by the Project Unit of the TTPS and what percentage is handled by UDeCOTT.

Mr. Williams: I will ask Mr. Pearson to provide me with some support on that response.

Mr. Pearson: Our project implementation format is that all the projects under the Consolidated Fund are managed through the Trinidad and Tobago Police Service, through the Project Implementation Unit. And all projects under the IDF the capital projects associated largely with the new stations construction programme they are

managed through the UDeCOTT.

Miss Baksh: Have you considered any new strategies with respect to project management? If yes, what are the new strategies and what are the proposed timelines for implementation?

Mr. Williams: I will pass to Mr. Pearson.

Mr. Pearson: Thank you, Commissioner. We have been exploring the opportunities for improvement with respect to the project implementation and a model that we have implemented this year, that has worked very well for us has to do with the issue of doing as much of the pre-work and planning prior to the draft estimating period.

4.50 p.m.

So what we have done basically is done a lot of the scoping, a lot of estimate, a lot of the tendering ahead of time so that we could be more efficient with respect to project implementation. We also have within that portfolio some major capital projects, for example, the Police Commissioner's residence, works at the Policy Training Academy, work at the old police headquarters and old San Fernando Police Station burnt out section, where we have major scope of works that tend to go beyond the scope of the resources that we have in-house. For those purposes, we have engaged the services of other consultants, for example, Nipdec and UDeCOTT to assist us with the engineering evaluations, provided the consultancies, and recommended approaches with respect to implementation.

Dr. Bodoë: Thank you, Chair. Commissioner, this relates to general public services, administrative services. I refer to item 18, "Transformation of the Police Service" and the objectives there:

to implement initiatives geared towards improving public trust and confidence;

increasing capacity;
improving community relations; and
promoting public order and safety.

Quite laudable objectives, but I note that there has been no expenditure to date on this initiative and I note that the project is to be limited, can you perhaps comment or explain to the Committee the status of this initiative?

Mr. Williams: By way of proposal, we did in fact identify a series of key project items for consideration under transformation. However, the allocation of funding from the budget was limited. So the limited allocation, we are focusing on utilizing it in context of the police youth clubs and we will have the expenditure taking place in the months of July/August to cover the limited resources.

Mr. Mark: May I?

Madam Chairman: Member Mark, before I take you, can I just entertain member Ramkissoon?

Miss Ramkissoon: Thank you. My question is in relation to the construction of the nine new police stations and some very large figures were submitted which I am really trying to wrap my mind around, so I would like to ask if these figures includes furnishing of these police stations. Secondly, if we have nine police stations, do we have a typical design of a police station; is it that we are going to have a three-storey police station for all these? Do we have this commonality that we expect when a citizen walks in they know this is a police station, this is what to expect? Because, yes, it is nine locations and as I said the funds are very high.

My third question goes to the status of these projects. For example, I see 95 per cent completed, but in the status it says ongoing design phase. So does that mean 95 per cent of the design phase is completed? That is what I am thinking it means, but what about the contraction phases that these nine police stations have

not to date started? Because I am seeing funds like in 2016, \$15 million was transferred already and I am just seeing design phase. So this is why I would like some enlightenment into this area, please. Thank you.

Mr. Williams: Mr. Pearson would provide you with that enlightenment.

Mr. Pearson: Thank you, Commissioner. The expenditure reflected with this project basically considers design bid bills. So it covers from the inception design work right down to completion which does include furnishing. So the cost really delivers to the Trinidad and Tobago Police Service a complete facility that is ready for occupation with all its services and equipment and furniture involved.

With respect to the status of the stations, we would have indicated the design status which would have shown the percentage completion and the construction status.

With respect to the nine of which you are enquiring, we have three stations that are in the advance stage of construction/completion, and that would be St. Joseph Police Station, the Maracas/St. Joseph Police Station and the Besson Street Police Station. The expectation is that these stations should be substantially completed and ready for delivery to the police service around August this year.

With respect to the other stations, Old Grange and Roxborough Police Stations in Tobago, we are indicating that the designs for those stations are substantially completed. They are now being reviewed by the UDeCOTT. Once the designs have been reviewed and has been deemed to be satisfactory, UDeCOTT will recommend acceptance to the Trinidad and Tobago Police Service and simultaneously request confirmation of funds and an instruction to proceed. At what time once we are satisfied the Commissioner will give his approval and those stations will go out for tender for the award of a construction package. Similar status applies to the Manzanilla, Matura and Matelot Police Stations and we expect

that work would be completed within the time frame of ready for award probably by October this year.

With respect to the formats of the police station, the requirement is basically for the services required at a typical police station indicating the functional relationships between the different areas within the police station. Unfortunately, it does not follow one unique or common footprint and that simply because the properties that we work with for the development of the station will not accommodate a common footprint. Besson Street, for example, where it is landlocked and has a limited footprint, the station would be a stacked structure as opposed to say Old Grange and Matura which we have new locations which are green field sites, large expanse of lands we could accommodate a one-storey building on that site. So the stations will provide for common services and common facilities, but not necessarily in the same format as a result of the property constraints.

Miss Ramkissoon: All right. Thank you. Let us just clarify. You spoke about the Tobago Police Stations, which is two, and you said both of them have completed design phase, and I hear you that we do not have a commonality because of the land space, but what I am trying to really understand as per the submission, you are saying for the design phase of the Roxborough, Tobago Police Station it is \$5 million and for the “Old Grande”, Tobago—[*Interruption*]

Mr. Pearson: Old Grange

Miss Ramkissoon: Oh, sorry. Old Grange. I do not know where that is. I should visit there maybe—is \$15 million. I guess it is doing project management and to see that big difference, I am really trying to wrap my mind around it for the design phase only being completed. You understand the question?

Mr. Pearson: What we have indicated on the schedules that we have sent to you,

we have indicated the project cost and we have indicated the expenditure to date. So the variation in the figures that you are quoting between the five and the 15 really has to do with the expenditure that has been billed.

Now the process of billing to the Trinidad and Tobago Police Service really comes through the UDeCOTT who have been our assigned project managers. So when the designers, the architects and so submit their invoices to UDeCOTT, UDeCOTT will have their internal processes for processing those invoices, sending it to us, certifying that the works have in fact been completed, and once we receive that into our system then the Commissioner will approve it for payment and it goes into our system for payment. It is only when we receive those invoices and they are paid that they are counted by us as expenditure.

Now we have had a situation where UDeCOTT has not been current with their invoices to us, so more expenditure could have been incurred but it is not yet expended by us because they have not yet been presented to us for payment. So what is here does not account for the full cost on these projects to date. We are accounting for that that by the total project cost, but the expenditure accounts only for what has been presented by way of invoice and paid by the police service.

Madam Chairman: Just for some clarity, eh. Mr. Pearson, am I correct, this \$5 million for Roxborough is not just for design?

Mr. Pearson: Correct. That \$5 million actually, Madam Chairman, is the allocation and it does not account for the expenditure, and the allocation will account for any work associated with project for which expenditure has been incurred at the point in time.

Madam Chairman: Both Roxborough and Old Grange, there has been a commitment of more or less the same amount of money, a few hundred dollars, they are both more or less at the same phase. That is the design. The designs are 95

per cent complete, and this is the expenditure or the commitment for this amount of work.

Mr. Pearson: Yes.

Madam Chairman: Yes. Okay. I think that should help us in understanding what the table sets out there.

Mr. Mark: Commissioner of Police, under the Consolidated Fund in terms of allocation, I see \$53.9 million, under Infrastructure Development Fund there is \$100 million, I would like to ask given what you said earlier that there does not appear to be a rapid or—we should have a more efficient set of releases to the police service in order for the police service to do their work. And when we look at, for instance, the moneys that have been allocated to infrastructure development programmes, could you tell me if these releases were more timely and you were able to be given more resources? To what extent you believe these could be impacted upon the operations of the police service, particularly, in light of what is happening in Trinidad and Tobago at this time?

I am talking about—Commissioner of Police, I cannot allow you to come here today and not ask you to share with us and, through us, the national community, given these various programmes that we have before us. How will these programmes when effectively implemented, stem or curb what is becoming in this country of late a hurricane of homicides, and where for instance the fear of crime is so overwhelming in this country?

Madam Chairman: Member Mark, may I just interrupt? Is this under IDF or Consolidated Fund?

Mr. Mark: No, I am saying that if we look at the development programme, we are talking about resources being allocated. The Commissioner of Police has indicated when I asked the question about releases, they are not as timely as they ought to

be. I am asking the question: if releases are more, if we get them at a more timely level and if we are able to get these development programmes effected and implemented 100 per cent would these have a positive impact on what we are experiencing in Trinidad and Tobago? That is the question I am asking.

Madam Chairman: And not to cut you, I believe that question was asked already in the same, more or less, format, but again having regards to the generality of the question I would ask the Commissioner to provide that answer in writing by the expiration of a week from today.

Mr. Williams: Thank you very much, Chairman.

Miss Olivierre: Thank you. While we are staying on the Consolidated Fund development programme, I see there is a project development of a computer system for the police service for which \$20 million has been allocated in 2016, total expenditure as at today is \$2.1 million but you have \$4.2 million committed. I would just like to get some idea as to the time frame for this overall computer system development. I could well imagine that this would be very much pertinent in aiding in your fight against crime.

5.05p.m.

Mr. Williams: At this time the head of information technology is pursuing the computerization programme. It involves a series of individual projects. We have listed around 20 of those. The sum allocated does not allow us to address those 20 projects, so we have revisited those projects and we are in fact pursuing several of them within the context of the \$20million. There are some expenditure which will be effected in the months of July, August and September. And the breakdown of the individual projects out of the 20 which we are assigning the expenditure to, I do not have at my fingertip disposal. I have the 20 projects but they have been readjusted to address the \$20million allocation.

Madam Chairman: Commissioner, could you provide us, again, within a week's time that breakdown, with respect to that response?

Mr. Williams: Will do, Madam Chairman.

Madam Chairman: I just want to ask one question on this Consolidated Fund table that could assist us. There are a number of projects ongoing. Let us say infrastructural modification to create additional office space for Professional Standards Bureau at MATCO; project start date, January 16th, completion date March 16th; the initial project cost, under commitments as at March, the entire sum is committed, it is ongoing and it is 15 per cent and there are a number of other projects like that; entire project cost committed, ongoing, 10 per cent. One, I would like to know if those projects are now completed and maybe you can give that answer in writing. If they are not completed, whether they are within budget, and an explanation with respect to if they are still at 10 per cent or less than 100 per cent, how come all the cost is already committed? It may be the way you set out your matrix but if we could have that in writing.

Mr. Williams: Thank you, Chairman.

Madam Chairman: I really would like to relieve the TTPS at this stage. I am sure we could keep you all here the entire evening. But we are now constrained for time and I would like to assure members that if there is anything that is outstanding we can send it in writing and I am certainly assured of the continued cooperation of the Commissioner of Police, Acting. I want to thank you, Commissioner, and your team, Mr. Ramroop, Ms. Balroop, Mr. Pearson, Mr. Ramesar, Mr. Boissiere and Mr. Bradshaw for coming and really assisting us in understanding how you function at the TTPS. I thank you, and you are relieved.

At this stage the meeting is suspended to allow the members of the TTPS to leave and for us to then resume with the final entity that we entertain this

afternoon. Thank you very much.

Mr. Williams: Thank you very much, Madam Chairman and members.

5.09p.m.: *Meeting suspended.*

5.16 p.m.: *Meeting resumed.*

OFFICIALS OF THE PERSONNEL DEPARTMENT

Mr. Beresford Riley	Chief Personnel Officer (Ag.)
Ms. Natalie Willis	Deputy Chief Personnel Officer
Mr. Gary Joseph	Deputy Chief Personnel Officer
Ms. Gail Balkissoon-Wickham	Programme Manager
Mr. Anslem Emmanuel	Accountant II (Ag.)
Ms. Dawn De Silva	Senior Human Resource Officer
Ms. Denise Dumas-Koylass	Ag. Director Human Resource Management Services
Mr. Ronald Lessey	ICT Director

Madam Chairman: Welcome back, and this is the resumption of the public meeting for the Eleventh Parliament of the Public Administration and Appropriations Committee, which is to examine the 2016 expenditure of certain departments under the following subheads: Current Transfers and Subsidies, Development Programme, Consolidated Fund and Infrastructure Development Fund.

The Committee is now embarking on an examination of the Personnel Department. And I would like to welcome the representatives of the Personnel Department. I would, therefore, invite the representatives to introduce themselves to the Committee.

[Officials of the Personnel Department introduce themselves]

Madam Chairman: Thank you, and I will now invite the members of the

Committee to introduce themselves, starting at my extreme right.

[Members of the Committee introduce themselves]

In opening the conversation, I would invite the Chief Personnel Officer in the acting capacity, Mr. Riley, to make some opening statements about his entity.

Mr. Riley: Thank you, Madam Chair. I would first give some brief remarks and I thank you for giving us that opportunity to do so; some brief remarks about the work of the Personnel Department.

Essentially that work revolves around the management of the employment relationship between Government on the one hand as employer and its various employees, either public officers, contract employees, daily-rated, hourly-rated and weekly-rated employees throughout the public service.

The type of work is essentially that of consulting and negotiating, evaluating and classifying jobs, developing policies and procedures around compensation and benefits management and other terms and conditions. And that work impacts a wide range of stakeholders in the public service, and we are speaking in terms of numbers, approximately 84,000 employees in the public service itself.

5.20p.m.

I should also add, the work involves providing advice to two key entities. One being the Salaries Review Commission, of which you are very familiar. The other being that of the Human Resource Advisory Committee, established by Cabinet, to treat with terms and conditions, to provide advice, sorry, to certain entities in the public sector; advice on terms and conditions.

The Department's major challenges relate to, one, we need to modernize existing systems, some of which have been in existence for some 40-plus years. The other major challenge which we have is that of focusing on staff development, and work-life balance, primarily because the existing quantity of staff, is

inadequate, and also because over time, the Department has been losing quite a lot of senior members of staff. There is a significantly high rate of turnover at the senior levels, so that the Department—one of the key challenges is that of work-life balance.

Out of those challenges, emanate the development projects of the Department, of which there are two major types. The first type being that of job evaluation projects, of which there are three: one for the civil service, one for the prison service and one for Salaries Review Commission; jobs under that commission.

The other types are—they relate more to internal processes. One is for knowledge and information management project, which is seeking to capture all the information resources which lie within the Department, to ensure that it is much more readily available than it currently is. Currently, they are in manual files and, of course, you know it is difficult to access information from manual files. So we are seeking to make that—change that process to have the files digitized, to make them more easily accessible for both internal use and for stakeholders externally.

Finally, there is something called an outputting relocation project, which has been seeking over—couple years or so, past three years or so, to provide one location—or to outfit an identified location so that the staff of the department currently in a number of different buildings, that they can be housed in one specific building. So that I think should give you brief insight into the work of the department and its current context.

Madam Chairman: Thank you, Mr. Riley. I would like to really just open the conversation to the members, and I will call on member Mark, to begin this conversation.

Mr. Mark: Thank you, Madam Chair. Mr. Riley, may I warmly welcome you and the team from the Personnel Department. There are several matters that I would like to raise, but time would not permit me this evening, but I would like to deal with a matter that has been brought to our attention, via your own submission. I want to indicate that according to the Auditor General's Report for 2015, it is estimated that the total rent amounted to some \$41.4 million, was paid during the period December 10, 2012 to September 30, 2015, for what has been described as unoccupied premises, located at 12th Street, Barataria, which apparently was being—these buildings were reportedly waiting to be outfitted.

Now, it appears to me on the surface, that this contravenes the Financial Regulations, particularly Financial Regulations, No. 34, which places the responsibility on the accounting officer, to eliminate non-essential services, and to use public funds to the best advantage.

So Mr. Riley, I have some questions I would like to ask you, and you can delegate anyone in your team to answer on behalf of your team in the interest of our Committee—whether it is your view, that based on what I have outlined on behalf of this Committee, that there was a breach of the Financial Regulations, No. 34?

Secondly, because I am going to go very slowly, because I want you to respond, eh? Was the sum of \$41.4 million, which was allocated to the total rent between the period December 10, 2012 to September 30, 2015, for unoccupied premises on 12th Street, Barataria, used to the best advantage? And what was the reason for not moving into that building? I want to pause because I have some additional questions, I would like to pose for clarification in the interest of this Committee, Madam Chair. So I will pause at this time.

Mr. Riley: Was there a breach of the Financial Regulation No. 34, is the question

posed by the member? I am not sure that I can answer that in a definitive way. I can let you know what transpired, might fall to someone to—maybe the Committee to make a determination as to whether it was a breach or not. What I can say is that, the Department did all in its power to occupy the premises. The Department relied upon a number of other state entities, sister public agencies, to provide the expertise, the guidance, the wherewithal, to allow it to facilitate the occupancy of the building, in a reasonable amount of time. That unfortunately, did not work out as we wanted it to, we would have liked to see it happen, but it was not through a dereliction of duty in my opinion, on the part of the department.

As far as the Department's ability to ensure that the outcome desired will accrue, which is to move into the building as quickly as is possible. The Department would have been constrained by, one, its lack of expertise in the area. The Department's area lies more in the area of HR expertise, and it relies upon the technocrats in the Property and Real Estate Services Division, as well as in the Ministry of Works and Transport and other agencies, to provide the best advice to allow for the swift movement.

Was the sum of \$41 million spent to the best advantage? Definitely not. Clearly, we at the Department, we express regret that that type of expenditure was not put to the best effect, while we waited on the approvals to come, so that we could move into the building, all right? So that is certainly a definite, no. It was not spent to best advantage.

The reason for not moving into the building, was because we sought to have the building outfitted. The building that was presented to us, was one that was not outfitted. It was, as it were a shell, waiting to be outfitted in order to be occupied. So that at the time there were two options presented to us, in order to facilitate the outfitting. One would have been to tender for a firm to outfit. The other would

have been to allow for the owner to outfit. These options, I said presented because they were presented to us by the Property and Real Estate Services Division, and we selected the option of having the owner outfit, with the advice and guidance of that Division.

Mr. Mark: Mr. Riley, why was the proposal for the outfitting of the building submitted in March 2014, when the payment of the rent started in December 2012?

Mr. Riley: Right. So with respect to the proposal for the building, you asked why was it submitted in March 2014, when the rent commenced in December 2012?

Now, the persons who are, I should say, agencies like ourselves, which are—we are not—we found ourselves in the position where we actually—in order to secure a building we needed to first commit to renting the building. In other words, there was not an opportunity for us, it was not possible for us to secure the building, without first committing to paying rent for it. That is apparently the existing model in use, one over which we have no control.

With respect to the length of time it took for the proposals to be submitted, you said in March 2014. With respect to the March 2014 proposals, there was a period of time when the owner who was doing the outfitting took some time, approximately just—I think, it would have been about one year, to complete the proposal, right?—that was with discussion with us, but it took one year.

I should also add that that one year involved a change of design contractor, by that I mean, the owner started up with one particular contractor. We entered into discussions with that contractor for the design, and when those proposals were submitted first to us, the draft proposals, and to the owner, he found that they were too costly. And, therefore, we had to start the process again with another design contractor. That partly explains the length of time, and then subsequently, another year would have been taken up at the Ministry of Works and Transport, Quantity

Surveyor section.

Mr. Mark: But tell us something, while this customization and outfitting exercise was being addressed, why could you not, the Personnel Department, seek to have negotiations for a reduction of the rent that was being paid, since the period that I have outlined? Why could you not negotiate a reduction of the rent?

5.35 p.m.

Mr. Riley: I think that is an excellent question and, in hindsight, I think that probably would have been an option to have been entered into. But to respond in more direct terms though, as I was indicating earlier, we were provided with guidance by the entity responsible for that aspect of it, which is the Property and Real Estate Services Division.

We actually, while I said we tried our best, we spent time setting up a relocation committee, et cetera, trying to ensure that we treat with those matters which we felt we could treat with, but matters of negotiating with the landlord did not, in our view, come within our purview. Additionally, I do not think anyone even conceptualized, at the time, that that was possible. So I say in hindsight, it would have been really quite the appropriate way to approach it, but that is in hindsight.

Mr. Mark: Mr. Riley, we understand that the work completed thus far relates to storage of inactive and archived files, but the actual outfitting of the building was not conducted; yet still, to date, what has accounted for the expenditure in the sum of \$7.4 million for this particular project?

Mr. Riley: Just give me a second. Yes, so to seek to answer this question, we would have been—as you said, some of the expenditure would have related to the relocation expenses and the archiving, et cetera, but some aspects of it would also have related to the security of the building as well as the electricity for the

building. I would need to, I am not—I would like to probably, if with your permission Chair, probably get back to you on that particular answer, in more specific terms, but from what we can deduce at this point, it would have been both the relocation expenses as well as the securing of the building and payment for the electricity.

Mr. Cuffie: Thank you, Madam Chair. Mr. Riley, you are accounting officer for the Chief Personnel Department. How long was this contract entered into?

Mr. Riley: It started in December 2012. The specific day I believe it was December 10th, if I am not mistaken.

Mr. Cuffie: Okay. So it would have taken three years.

Mr. Riley: Yes, correct.

Mr. Cuffie: And over a three-year period, \$41 million spent, and you are telling us now that you are waiting on other people. You are waiting on Property and Real Estate.

Mr. Riley: Yes, Minister. Actually, yes, we are waiting on other entities for the approvals.

Mr. Cuffie: And part of that three-year period, you spent a year waiting on the landlord while you are paying him rent. That does not stop. So you are waiting on him to organize the designs for the outfitting? I have great difficulty trying to understand how that could take place, and I really want to know, having spent \$41 million: what is the status of the building now as we speak?

Mr. Riley: Minister, when you say the status, I am not sure what you mean.

Mr. Cuffie: Are you still renting it?

Mr. Riley: Okay. Well, at this point, let us put it this way. No moneys have been expended by the Department on the building since March of this year.

Mr. Cuffie: But if you still hold on to the keys, you are still accruing rent.

Mr. Riley: We have sought to relinquish the keys.

Mr. Cuffie: When you say you “sought to relinquish the keys”, have you handed it over? Are you still incurring rent as we speak?

Mr. Riley: We have handed over the keys. As to whether we are incurring rent, there are some question marks around that issue.

Mr. Mark: May I just follow up on what my colleague has asked, and be a little more direct. As the accounting officer, have you terminated or have you moved to terminate the contract?

Mr. Riley: Yes.

Mr. Mark: And in this wastage of public funds?

Mr. Riley: The answer to that question is yes. I have sought to terminate the contract.

Madam Chairman: By virtue of what?

Mr. Riley: By returning the keys to the Property and Real Estate Services Division.

Madam Chairman: What was the duration of the contract?

Mr. Riley: Three years. It was a three-year contract.

Madam Chairman: And the three years began in?

Mr. Riley: December 2012.

Madam Chairman: In December 2012. So when the three years expired?

Mr. Riley: December 2015.

Madam Chairman: And January 01, 2016, Personnel was still in possession of the building?

Mr. Riley: Yes, we were.

Madam Chairman: Did you enter into a new contract?

Mr. Riley: No, we did not. We were advised, I need to reemphasize that—

Madam Chairman: Mr. Riley, I understand that there is a specialist department, and we all take advice, but we all evaluate advice.

Mr. Riley: Fair enough.

Madam Chairman: And you are the accounting officer. So in terms of—did you not evaluate the advice?

Mr. Riley: Well, the particular circumstances surrounding my evaluation of the advice also had to do with awaiting on an approval which seemed to be imminent at the time. So that, in fact, we were caught in a position where the money had been sunk already. It was recognized that it had been wasted, and there we were, having waited for many, many years to occupy a building to have our staff placed in suitable accommodation to conduct the Department's work, and we are at a point where the contract has ended, the approvals seem to be imminent and we are being told that the work of a particular committee would soon come to an end, the committee which was, in fact, reviewing the whole issue of government accommodation. So that I am saying, yes it would appear that we acted probably injudiciously at the time, but the circumstances were such that it had to do with seeking to accommodate our staff in a suitable building. So we were waiting on another authority.

Madam Chairman: Okay, I understand that. Might I ask something?

Mr. Riley: Sure.

Madam Chairman: In the three years that you waited, am I correct that you all were housed in five different premises?

Mr. Riley: Correct.

Madam Chairman: Was rent also paid for those five different premises?

Mr. Riley: Correct, Madam Chair.

Madam Chairman: Rent is still being paid for those five different premises?

Mr. Riley: That is correct.

Madam Chairman: Might I ask if the work of the Personnel Department had stopped during those three years?

Mr. Riley: Madam Chair, the work has not stopped, but that is not to say that they—

Madam Chairman: Did the work stop?

Mr. Riley: No, it did not stop, Madam Chair, but that is not to say that the way in which it was being performed, in the circumstances, did not have a deleterious effect on the staff.

Madam Chairman: All right. But that was not anything new.

Mr. Riley: It was not new.

Madam Chairman: But it was not anything new?

Mr. Riley: But it was something which we wanted to come to an end.

Madam Chairman: All right. Thank you.

Mr. Cuffie: Mr. Riley, how much—it says that the building has not been outfitted, and the percentage completed so far is 3 per cent. How much would it take to outfit the building?

Mr. Riley: Madam Chair, I am told it is—sorry. Member, it is \$76.7 million approximately that would be required to outfit.

Mr. Cuffie: Okay. The question I want to ask is, the decision to rent this building was taken in 2012?

Mr. Riley: Yes.

Mr. Cuffie: And between 2012 to now, a lot has happened. The economy is in a different state that it was in 2012. We have lost \$41 million and we are talking about, how much? Seventy-six—

Mr. Riley: \$76.7 million.

Mr. Cuffie:—\$76.7 million just to outfit this building, and we are not talking about the monthly rental. As accounting officer, do you think it a good expenditure of government funds to now find \$76.7 million to outfit this building and to move so that you will have the advantages of one building as opposed to operating in five buildings? Do you think that is a good expenditure of the scarce public funds?

Mr. Riley: Minister, as accounting officer at the Personnel Department, with respect to accommodation, my desire is to ensure that it is suitable accommodation for the staff. I am not wedded to the building in Barataria. I am concerned about ensuring that the staff is suitably accommodated. So should it be that suitable accommodation is found elsewhere, as accounting officer, I would be quite content to say, yes to such a proposition. So it is not really the building in Barataria as such. At the most economical rate to the State would be what I would prefer.

Madam Chairman: I was not making a proposition. I was asking a question: whether, given the \$41 million that was spent, the \$76.7 million that is now estimated to be the cost of the outfitting, do you think that further moneys should be spent on the accommodation or can it be that the Personnel Department can be accommodated in five separate buildings as it is now given the prevailing economic circumstances?

Mr. Riley: Minister, if I understand you correctly, I am not sure if you are asking me, if given the fact that \$41 million was spent, albeit not in the most efficient and economical way, if because of that expenditure that was spent in that way, if I am now, as accounting officer, willing to say that the staff should remain in its current circumstances. Is that the question?

Mr. Cuffie: Given the prevailing economic circumstances.

5.50 p.m.

Mr. Riley: Minister, I think that is a very difficult question for me to say yes or no

to. Therefore, what I would say is that I would rely upon the expertise of the agencies, like PRES D and the Ministry responsible for that agency to so suitably accommodate the staff when it is appropriate, when the finances are ready, so that if it is that we have to remain in the five buildings—I would say, not because though of the \$41 million spent, because that would sound like if it is a sort of punitive suggestion, but simply because of the finances of the country at this point in time, if it is that we cannot afford it then we would be willing to continue as we are.

Mr. Cuffie: I just have one other question. How much staff are we talking about here?

Mr. Riley: One hundred and eighty, approximately.

Dr. Bodoë: Thank you, Chair. Mr. Riley I am sure the public would be looking on at this almost waste of public funds and be very worried. Have any steps been taken since to give the assurance to this Committee and to the public that such an occurrence is unlikely to happen in the future in this kind of venture?

Mr. Riley: Yes, sure, I can certainly give that assurance because, having considered that same expenditure which we are now examining in some detail, I personally am committed to ensuring that something like this never happens again under my watch.

Dr. Bodoë: Okay, that is fine. That is a personal assurance. But in terms of any steps, in terms of systems and checks and balances to be strengthened?

Mr. Riley: Yes. We are in fact—well, with respect to that specific issue we would be looking as a group, as a management team, this group here plus others, at ensuring that the funds provided to the department, disbursed to the Department are in fact well spent. Sometimes what has happened, I would say, is that as a department where we are focused on providing a certain type of service to the

public service, it may be that this has not been our forte—it might very well be that sometimes the other types of work may take precedence. But I am saying we would need to ensure that the accounting aspect of it be given much more emphasis going forward.

Miss Olivierre: Mr. Riley, if I may just clarify some of the specifics of what we have heard today. So, correct me if I am wrong in any of the statements. We have heard that the rental agreement would have terminated on December 2015?

Mr. Riley: Correct.

Miss Olivierre: You continue to pay rent until March 2016?

Mr. Riley: Correct.

Miss Olivierre: At what point did you hand over the keys—after March 2016? You handed over the keys to PRES D?

Mr. Riley: Correct.

Miss Olivierre: Now, you would have indicated that amongst the ongoing expenditure would have been securing the facility, so have you terminated your security contract then for the facility?

Mr. Riley: Not as yet.

Miss Olivierre: So, you are still paying a security company?

Mr. Riley: As of this moment, yes.

Miss Olivierre: Okay, thank you.

Mr. Mark: Yes, thank you, Madam Chair. So, as the accounting officer, what are you really conveying to this Committee? You are saying on the one hand that you have handed the keys, but on the other hand taxpayers' moneys are being expended in terms of security as well as rental, what is really going on Mr. Riley? And what would you want to advise this Committee that ought to be done to bring this saga to a close as of yesterday? What would be your recommendation? The country is

bleeding every day, every week, every month, because of wastage of funds with no occupancy, what would you want to recommend to this Committee to bring an end to this saga?

Mr. Riley: Well, I am not sure if it is to the Committee that I need to make the recommendation. I think it is action which we need to take, and that is why I say, as of this moment it has not yet been done but, allow me to say that we will move towards terminating those agreements. So it is not so much a recommendation, as much as action to be taken on my part.

Mr. Mark: And when will that action be taken?

Mr. Riley: Post-haste, as soon as it is possible.

Mr. Mark: What does that mean?

Mr. Riley: Well, that means that we will—I would say without having the correct advice at this point before me that as soon as it is practical and legally possible that will be done.

Mr. Mark: Mr. Riley, was a valuation ever done on this building? And if so, is it valued more or less than the \$41 million?

Mr. Riley: A valuation would have been—I believe a valuation would have been done, because at one point in time the Valuation Division was involved in the discussions, and they arrived at certain conclusions with respect to the amortization and so on, proposals; so I would make the assumption that a valuation was done, but I do not have the information with respect to the valuation.

Mr. Mark: Would you be able to submit to this Committee the information on the valuation that you assumed that was done?

Mr. Riley: I will seek the information from the Valuation Division.

Mr. Mark: Could you outline the various entities that were involved? You talked about PRES D, that is the Property and Real Estate Services Division?

Mr. Riley: Yes.

Mr. Mark: Besides that entity, which other entities were involved in this matter?

Mr. Riley: The Ministry of Works through its quantity surveying section, PRES D, the Valuation Division, those were the three main ones.

Mr. Mark: So, Valuation, Ministry of Works and PRES D?

Mr. Riley: Yes.

Mr. Mark: And Personnel?

Mr. Riley: Of course.

Mr. Mark: And you are paying all the bills? You pay all the bills every month?

Mr. Riley: Yes.

Mr. Mark: As the accounting officer you are responsible for paying all these bills even though you are aware there is no occupation, and as an accounting officer you are signing and approving payments every month, and amounting to \$41 million and counting, as accounting officer, and there is no clear position that you have advanced today to this Committee to bring an end to this saga. All you are saying is “practical”, “legal”, and this has been going on for three years and six—is it six months? Six months, almost.

Mr. Riley: The bringing to an end is actually a recent development. So that the accruing of the expenditure was in the past. The issue of bringing it to an end is a current development. So the answer is, there is before the Committee—well, not a proposal, a declaration that the various agreements will be terminated as soon as it is practically possible. So, that is what I am saying.

Mr. Mark: May I ask a final question, Madam Chair? What would you recommend that we should recommend to the Parliament concerning this behavior of the accounting officer and his management team that has presided over \$41 million in losses to taxpayers at a time when the country does not have the

resources that we used to have?—and even if we had those resources, it is an unconscionable development. What would you want to recommend that we recommend? Because Mr. Riley I want to let you know, as accounting officer, and your management team, this Committee will have to make a recommendation to the Parliament; I would like you to advise us what recommendation you would like us to make on this matter so we can at least be guided. Because we will have to make a recommendation, and natural justice demands that you must tell us what you would like to see in those recommendations.

Now, I know you were not the accounting officer at the time. I know somebody else was, and I am very conscious of the person who was there, but there is something called continuity, and then you were part of the management team. So you see, it seems to me that you were infected or contaminated as well by this whole process. So, I am not saying you are totally and solely responsible, but we want to help you because we want to get out of this, and we are trying to get from you what would be your recommendation to us so we can recommend to the Parliament.

Mr. Riley: Sure. We have discussed this as a management team, and actually we are concerned about the existing process which puts the Department or Ministry who is seeking accommodation in a very peculiar and, if I may use the term, unwinnable situation. One cannot win, it is a catch-22 situation. You want to hold on to a building, because you are seeking accommodation. To do that you have to pay rent, because the owner will not, out of goodwill, hold the building for you, so you have to pay rent, you have to secure it, you have to pay for electricity in the interim, and the arrangements for actually securing and finalizing the deal as it were are somewhat out of your hands.

To a large extent out of your hands, because the negotiation takes place

between an agency and the owner; the approvals of the outfitting works take place through some other agencies; the approvals for the amortization take place with another agency. So, in a sense you are there as accounting officer and the most you can do is say, listen, this is a wastage, I do not wish to have this money expended, I would remain in my uncomfortable situation because it is simply a wastage of public funds, and whenever the—one might say, the planets are lined in a right way, hopefully, some years in the future, while your staff waits, while your staff is uncomfortable, things may hopefully become better and you will then be able to obtain the appropriate accommodation at that time.

So, it is really either you walk away or you, in this case, unfortunately, expend hoping that you will soon be, come to an end. What I recommend is that the process whereby the agency responsible for securing the buildings—I would say that process needs to be reviewed. Maybe they need to be provided with more expertise, more staffing, et cetera., technical experts so that they can provide quick oversight to bring the whole issue of the outfitting to a swift end, or some other arrangement which may be—is it that they become a holding owner of the property in the interim. So that they can liaise more directly with the owner and arrive at better arrangements, which does not allow public moneys to be so expended. I would suggest that those would be two types of recommendations, but they both revolve around the process of ownership of public buildings and rental of public buildings by the Property and Real Estate Services Division. I think the process needs to be reviewed.

Mr. Cuffie: Mr. Riley, are you saying that after you took possession and was paying rent for three years someone else was responsible for outfitting the building? Was someone else—PRESB or some other entity—responsible for outfitting the building?

Mr. Riley: I am not sure I understand your question exactly, but the department entered into a project to outfit the building. The owner was the one doing the outfitting.

Mr. Cuffie: Well, from what I am hearing you say, the delay was caused by the outfitting, and you are attributing blame to another entity for the delay. So, what I am trying to get from you is, who exactly was responsible for outfitting the building?

6.05p.m.

Mr. Riley: Minister, I try to stay away from—I thought I had done a good job of not allocating blame to anyone. What I was saying is that the way in which the process has evolved and how it obtains currently, it is such that the Department is one player. The department does not have all total control over the outcomes of the process. So it is not a matter of blame, it is a matter of saying the process is such that there are a number of owners and that the Department is not the sole owner of the process. So I am not saying that someone else is responsible. With respect to the outfitting of the building, the Department entered into a project to outfit the building but it was done through the owner.

Mr. Cuffie: Thank you.

Madam Chairman: CPO, might I just ask, I would like to look at your DP Programme, Consolidated Fund and the job evaluation classification exercise. I am looking at project number 36. And it may be that this information has not been recorded properly. The allocation for 2016 was \$12 million?

Mr. Riley: I believe it was.

Madam Chairman: How much has been the expenditure to date?

Mr. Riley: Maybe I could ask the Programme Manager to respond?

Madam Chairman: Sure.

Ms. Balkissoon-Wickham: Madam Chair, so I understand the question is, how much of the allocated funds or the budgetary funds for 2016 has been spent to date?

Madam Chairman: Yes.

Ms. Balkissoon-Wickham: Okay, so for fiscal 2016 we have spent a total of \$2,257,847.

Madam Chairman: Did this project start before fiscal 2016?

Ms. Balkissoon-Wickham: Yes, it did, Ma'am.

Madam Chairman: It started when?

Ms. Balkissoon-Wickham: It started in fiscal 2013.

Madam Chairman: So this allocation for fiscal 2016 is just \$12million?

Ms. Balkissoon-Wickham: That is correct.

Madam Chairman: Thank you, and therefore there has been an expenditure before fiscal 2016?

Ms. Balkissoon-Wickham: That is correct.

Madam Chairman: Up to the end of fiscal 2015, how much has been spent?

Ms. Balkissoon-Wickham: Just one moment. I will give you the value. Up to the end of fiscal 2015, the year's approximate spend was \$21.4 million.

Madam Chairman: Twenty-one point four million?

Ms. Balkissoon-Wickham: Correct.

Madam Chairman: So might I ask, what is the total cost of this project?

Ms. Balkissoon-Wickham: We have a Cabinet approval for \$150million.

Madam Chairman: Just for the job evaluation and compensation exercise for the civil service?

Ms. Balkissoon-Wickham: That is correct.

Madam Chairman: One hundred and fifty million?

Ms. Balkissoon-Wickham: Yes, but we are not anticipating spending anywhere near that amount. We are currently forecasting approximately \$62.1 million.

Madam Chairman: So that the, let us say, the \$24 million spent to date is only 25 per cent.

Ms. Balkissoon-Wickham: That is correct, Ma'am.

Madam Chairman: And you expect that this will be completed in August of this year, the entire project?

Ms. Balkissoon-Wickham: No, Ma'am. We have had some challenges that we have encountered, so we are no longer forecasting at August 2016 for the completion.

Madam Chairman: So when do you forecast the project will be completed?

Ms. Balkissoon-Wickham: We are currently forecasting it to be completed in September of 2018.

Madam Chairman: Might I ask, what is the nature of the challenges?

Ms. Balkissoon-Wickham: Most of the challenges that we have encountered with regard to this project were around technology. There is a component of this project that involves bringing in technology to assist with the job evaluation process in order to improve efficiencies, in order to make the whole entire work to be done better as well as quicker. The main issue that has happened is, we had a lot of questions and queries around the policy with regard to using cloud technology and whether or not we were able to use cloud technology. We did do a request for information for vendors who do provide job evaluation software. We did it in July 2013. At that time I think we had eight vendors who came and gave us a bit about their type of software that is available and it was apparent to us at that time we did have three different options of how to install or use their systems. Of those three, most of the vendors offered what they called software as a service, which is

essentially cloud computing services.

Once we determined that that appeared to be the most common way to obtain these services, to obtain the job evaluation software, we sought some advice from the former Ministry, the Ministry of Science and Technology as to what is the Government's position on cloud computing, because we were aware that the Government was looking at having their own "gcloud", government cloud services, available. That information was sought in February 2014. From the Ministry we did write to them as well as we did have some meetings with—we did not get a pronouncement on the direction and the guidance and recommendation from the Ministry or iGovTT until approximately August 2014.

That recommendation steered us away from using cloud and onto a different path. So that is the first set of delays that we had with regard to this. So once we had that recommendation and then we went to tender for the recommended direction, it was approximately nine months' worth of delays.

Madam Chairman: Okay. So I just want to ask something, a job evaluation and compensation exercise which is supposed to make the civil service function better. Just the exercise is taking six years? Yes?

Ms. Balkissoon-Wickham: With the inclusion of the delays it appears to be that way, yes.

Mr. Cuffie: Ms. Balkissoon-Wickham, this sounds like another empty building. I am trying to understand whether we embarked on a solution and did not know that we needed—there were legal parameters involved in the solution. So after we have embarked on that path, we subsequently found out that we could not proceed, so it took several years. I am not sure how much money was committed. So you stated at the start it was \$162 million was the original budget?

Ms. Balkissoon-Wickham: 150.

Mr. Cuffie: Now that original budget, did it include the assumption that we will be able to use cloud computing and was any agreement signed on the basis that we will be able to use cloud computing and then after the legal checks we realized we could not and had to make some other alternative arrangement?

Ms. Balkissoon-Wickham: Member, I do not believe that the Department was aware at the time that we could not use cloud computing when we started this project. We did not enter into any agreement per se with regard to a job evaluation software. The agreement that we do have in place is with a vendor to provide us consultancy services to assist us with the execution and guide us through the job evaluation process. We did not enter into any other agreements other than that. We did discover during our execution that cloud computing was not an option.

Mr. Mark: Madam Chair, could the honourable lady indicate—

Madam Chairman: Ms. Balkissoon-Wickham—

Mr. Mark: Ms. Balkissoon-Wickham. You talked about a vendor. Could you identify that vendor for us and could you indicate to this Committee what has been the consultancy fees paid to this vendor thus far? And as we are on that, maybe Mr. Riley could tell us this job evaluation exercise in the civil service, how many jobs are involved in this exercise? Have you been able to analyze the number of jobs that you are going to evaluate? How many you might have to eliminate as the case may be? Could you provide us with some submission, because you must have an assessment, we are talking about a classification and compensation system that you are trying to revise, right?

Mr. Riley: Yes.

Mr. Mark: So could we get some idea as what is involved here?

Mr. Riley: Member, I will allow Ms. Balkissoon-Wickham to respond but before she does, I just want to confirm that the intention is not to eliminate any jobs, but

in fact we will be seeking to classify and review the classification of those jobs. But Ms. Balkissoon-Wickham has the information.

Ms. Balkissoon-Wickham: With respect to the vendor, the vendor is IBM World Trade Corporation. We entered into a contract of a total value of approximately TT \$23.1million in funds. The amount spent to date with that vendor is approximately \$10.5 million.

With regard to the, I believe you are asking about the number of jobs, right? With respect to the civil service, there are approximately 1,500 discrete positions which equate to approximately 33,000 to 35,000 actual persons. So it is quite a large remit.

Mr. Mark: Could you also as you are on this, Ms. Balkissoon-Wickham, tell us about the vendor involved in the job evaluation exercise for the prison services, as well as the exercise involving the Salaries Review Commission for the offices within the SRC? Could you, yeah, just share with us information along the same line?

Ms. Balkissoon-Wickham: No problem. With regard to the job evaluation exercise for the prison service there is currently no vendor that we have on board and have signed any contract with. That particular project is going through what we have gone through, multiple tendering processes which have not been successful to find a vendor.

With regard to the job evaluation projects for the offices within the purview of this Salaries Review Commission, we have as of December 2015 entered into a contract with Hay Group Limited, which is a vendor in Canada, in order to assist us with that project. That contract with Hay Group Limited is valued at US \$1,933,278.

Mr. Mark: And what percentage of the work has been completed and what is the

projected completion date for that project?

Ms. Balkissoon-Wickham: For Salaries Review Commission?

Mr. Mark: Yes.

Ms. Balkissoon-Wickham: Well, we actually just kicked off that project in February. So I would say that the percentage completion is probably around 5 or 10 per cent, let us say. The projected end date is in May 2017. It will take approximately somewhere between 13 or 14 months to complete and we just began.

6.20 p.m.

Madam Chairman: Could I ask the CPO if the Committee could be supplied with the lease agreement with respect to the Barataria building, and also the relevant contracts for the job evaluation exercise for prisons, the civil service and the SRC? Okay, and if you can give us that by the beginning of the next week? Monday of next week.

Mr. Riley: Sure. Sure, Madam Chair. I just need to just clarify that there would be no contract as it relates to the prison service because there is no current agreement with any consultant, but certainly for the other items you identified, we will be able to provide that by the start of next week.

Madam Chairman: Okay. So might I ask, just expenditure of \$19,130, what is that?

Mr. Riley: It may have been for advertising of the tender.

Miss Olivierre: Thank you. In terms of the job evaluation and compensation exercise for the civil service, you indicated there are 1,500 discrete positions—significantly a larger number of jobs—is it that you are going to interview and evaluate every single individual person that is working?

Ms. Balkissoon-Wickham: The answer is no. The evaluations are done on the

basis of a job. So it will for the 1,500 discrete positions and we would most likely speak to a subset. We will not be able to speak to everybody.

Miss Olivierre: So my next question now. I recognize that within a number of the Ministries there are several positions that are awaiting classification. Is it that the delays in this project are related to the delays in completing the classification exercise on these outstanding jobs in the various Ministries?

Mr. Riley: There is a connection between the two things because a decision was taken some time ago to put the classifications on hold while this exercise was ongoing. So there is a connection. Having said that, there is a recognition that because of the length of time this has been ongoing that we need now to move towards reversing that decision. So we are now strategizing to resume classifications of some of those positions and to prioritize and then to resume the classifications.

Miss Olivierre: If I may just go back to the question with the 1,500 discrete jobs. You indicated that you will be doing a subset, does that mean that you will be interviewing more than 1,500 or less than 1,500? I just want to clarify the actual quantum of work that is required in this exercise.

Mr. Riley: What we should say with respect to the issue of interviewing persons for the job evaluation purposes is that it is not settled at this point in time that we will be interviewing X number of persons at all. We will seek to determine what is the best way to collect the data.

In the past when we did this and other services we sought to interview and to have job data collected through questionnaires, and then we would sometimes interview the persons, but that is not the only methodology that can be used. So the intention is, as much as it is possible, to obtain the data through the most feasible method. So that is yet to be decided then, exactly what that would be.

Miss Olivierre: If I may explain, well, what is particularly troubling me about this time period, given that it is 1,500 discrete jobs. Now I have been at organizations where there would have been 1,000 employees and a job evaluation exercise was conducted, each employee would have filled out a very detailed questionnaire, but for 1,000 employees that entire exercise did not take more than three months. So I am just trying to wrap my mind around 1,500 discrete jobs. I mean, exactly why this project is such a long time frame; why the total estimated cost of it is \$150 million; and why at this stage we still have not decided?

I mean, given that we have engaged a consultant, we have paid \$10.5 million to date and we still are not sure exactly how we are going to capture the data. So I am having a little difficulty coming to terms with all of that.

Mr. Riley: Okay.

Ms. Balkissoon-Wickham: I am going to venture to answer all of your questions. With regard to actually capturing data, there has been some work that has been done with regard to capturing data. The initial stages of that work, what we did is actually instead of sitting down with individuals and doing it in the method you described, we were holding workshops in which we had a number of persons, up to 20 persons per session, that are within similar job, from various different agencies, in which that we can talk to them and have more of an open dialogue and a more of an engagement process in order to understand the nature of the work.

Now we did this over a period of approximately five or six months. So we have captured quite a bit of information. Is there more data that we do need to obtain from individuals? The answer is, yes. It is how we are going to go about obtaining the balance of information because we have gone back and forth. We have done some individual interviews and we are also sharing the information with the persons who were part of those forms in order to ensure that we have captured

them correctly. So it is actually the how do we approach it going forward.

Part of the project probably is not so apparent as to why does it take so long, and as well as why is the cost so large is because it is not only involving just the evaluation of positions. There is also the inclusion, as I said, of technology which means we need to procure our system, we need to do training of the system and we need to ensure that we understand the methodology to evaluate these jobs under. In addition to that, there is also a market survey. So there are multiple facets of the project that are all encompassed within that timeline and as well as in the budget.

I am hoping—did I miss any of your questions, sorry?

Miss Olivierre: I do not think you missed any, but it is not helping me to really appreciate why it is taking so long. You said a market survey as well?

Ms. Balkissoon-Wickham: Yes, like a compensation survey.

Miss Olivierre: I am starting to wonder if you confused too many things into the contract and that is why nothing is completed. Perhaps?

Mr. Riley: No. I would say that a market survey typically would be in this type of exercise, a requirement. So that would not be an explanation for the delays. The issue of the delays centred really around what would have been discussed around the decision making, around technology, which we would have dealt with earlier. That is really the major source of the delay.

Miss Olivierre: If I just may engage that a bit. The initial work that you would had done, I take it you would have captured some data manually, hard copy in paper, so the technology delays, to what system do I upload this data?

Ms. Balkissoon-Wickham: No, the technology delay is actually with regard to obtaining a system that, yes, to input the data in and then conduct the actual evaluations.

Miss Olivierre: IBM Global is the provider?

Ms. Balkissoon-Wickham: That is correct.

Miss Olivierre: One of the services that they offered with their contract would that not have included technology?

Ms. Balkissoon-Wickham: Actually, no. IBM does not have a software product that does job evaluation. Part of their remit in their contract is to assist us with finding the most approximate software to utilize, but it was not a part of their contract for them to give us something.

Miss Olivierre: I believe one of the things we asked for was the contract, so I think that might shed some light.

Madam Chairman: And could we get the scope of works too, please?

Ms. Balkissoon-Wickham: Sure.

Miss Olivierre: And also the procurement—well, how was IBM selected? What other companies were evaluated? Well, the RFP I suppose, would shed some light on that, and that might help us to understand better.

Mr. Riley: We will have to give you a synopsis of that, Member, because it would not be in the RFP if you are interested in the issue of the selection process, which is what I take it you are interested in?

Miss Olivierre: Well, both. The selection process and the actual RFP that went out.

Mr. Riley: So we will provide both.

Madam Chairman: Might I just ask if we could get some information on the development of a knowledge and information management system. When was this project started? This was in your 2013 estimates, not so?

Mr. Riley: Yes. So it would have started in earnest in fiscal 2013/2014. “In earnest” means activity, the amount of activity that would have taken place. So that there might have been in the previous year a small amount of activity. I am not

sure right now. I am seeing a small amount of expenditure of \$9,000, but the real expenditure took place in 2013 to 2014. That is what I meant by “in earnest”.

Madam Chairman: In fiscal 2014?

Mr. Riley: Yes.

Madam Chairman: So in fiscal 2013 you would have spent a little over \$9,000?

Mr. Riley: Yes.

Madam Chairman: What was the duration of this project? Because every project I understand would have a scope and a duration?

Mr. Riley: Yes. It was meant to be three years.

Madam Chairman: It was meant to be three years?

Mr. Riley: Yes.

Madam Chairman: And in fiscal 2014 you would have spent \$159,000, just around that?

Mr. Riley: Yes. Correct.

Madam Chairman: Okay. Can I ask then, why is it still a million dollars is your allocation for 2016?

Mr. Riley: This is what was allocated, Madam Chair.

Madam Chairman: But would your allocation not have been made based on your request, on your submission?

Mr. Riley: I do not have the information about the request at this time, Madam Chair.

Madam Chairman: So let me ask then. When is this project going to be completed? Within this fiscal year?

Mr. Riley: No, it is anticipated that it will go until fiscal 2016. 2017, sorry.

Madam Chairman: Can I ask what is the cause of the delay? Because you just told me it was a three-year project started in 2013?

6.35p.m.

Mr. Riley: Madam Chair, the agreement was entered into in December 2014.

Madam Chairman: Okay, could we also be provided with a copy of the contract in respect of this?

Mr. Riley: Sure.

Mr. Cuffie: Madam Chairman, I just have one question. All these IT projects, were they links with the knowledge and information management system, the different projects for job evaluation, classification? Was there any link with vendors I am trying to—this seems to have been a major technology drive on behalf of the Department, which is commendable. But who drove it and how? Because I get the impression that you did not have the technical expertise in the Department to undertake this project. So how was it conceived and implemented?

Mr. Riley: This particular project was conceived because of a recognition that the manual systems within the Department were a major cause of the—

Mr. Cuffie: Okay, let me help you by refining the question. Were you all approached by a vendor offering a solution or did you all conceptualize a problem that needed a solution?

Mr. Riley: The answer is in the latter. We conceptualized the problem. We recognized what the problem was and we sought—and it is not a vendor so far, it is really a consultant working with us—and we sought a solution; and it is really not so much right now around a system as such but around services, and it is not so much the technology side but the information management side, which is what we are trying to do, which in fact has a base, the records management aspect of the Department's work. I am not sure if that answers your question.

Mr. Cuffie: So all these proposals were recommended by the consultant who is working in the Department?

Mr. Riley: Those were separate. The issue of the job evaluation, use of technology in job evaluation, the origin was quite different from that of the KIM. The KIM came out of the recognition of the Department's work itself. The internal processes needed to be reengineered, as it were, because as I said they are manual. So we recognized that we have a number of precedents, procedures, policies for a number of terms and conditions. We thought that we would try and capture that in some way to make it easier; a number of job descriptions, for example, for all the services. That was the intention behind the KIM Project. In order for the Department to function more efficiently, the processes, the manual processes, its information had to be changed.

But the job evaluation project was something—it is related but it is different. It was a recognition that we could not proceed along the same way, in terms of the job evaluation itself, the act of evaluating the jobs.

Madam Chairman: Might I ask, do you all have an internal audit department?

Mr. Riley: We have an internal audit function but currently there is one person, someone who is functioning as an Acting Auditor I.

Madam Chairman: And do you think that you are adequately staffed for the carrying-out of the internal audit function?

Mr. Riley: I would say that the services which are provided by the internal audit function certainly need to be provided at a much higher level than they are currently provided.

Madam Chairman: Could you tell me when was the last—you all have monthly reports, quarterly reports and annual reports, as I had seen from your submission—when was the last annual report?

Mr. Riley: The annual reports are provided really every year so it would have been for the last fiscal year.

Madam Chairman: For fiscal 2015?

Mr. Riley: Yes.

Madam Chairman: And could you identify any specific issues which may have been identified in the report and what steps your Department would have taken to rectify any of the issues?

Mr. Riley: Madam Chair, are we speaking of the internal audit reports?

Madam Chairman: I am talking about your internal audit report and I am also talking about your annual report.

Mr. Riley: Or, I see.

Madam Chairman: So that, what I would ask Mr. Riley, in the interest of time, if those could be answered in writing and, therefore, if those answers could come by Monday to the Committee.

Mr. Riley: Sure.

Mr. Mark: Through the Chair to Mr. Riley, is there a strategic plan? Is the Personnel Department guided, or governed rather, by any strategic plan and could you tell us if you are guided by a plan, what is the time frame of that plan?

Mr. Riley: Yes, we are guided in some way by a plan but it is a draft plan that commenced in October 2012, and ends in September 2016.

Mr. Mark: A draft?

Mr. Riley: It is a draft.

Mr. Mark: But do you follow that plan?

Mr. Riley: At the highest level, yes, meaning the strategic objectives, we follow those. You will find, for example, in there issues of the job evaluation exercises, the issues of improvement of staff, work performance.

Mr. Mark: Could you provide a copy of that plan to us?

Mr. Riley: Well, it is a draft plan that was not approved by the competent

Minister. So I am not sure to what extent—

Madam Chairman: Well then, Mr. Riley, can I ask then that you provide us with details of that operating procedure?

Mr. Riley: Okay.

Madam Chairman: Okay, which would outline what you do?

Mr. Riley: The strategic objectives, and so on? Sure, I will provide that.

Madam Chairman: All right, are there any other questions? Therefore, I would like to, at this stage, relieve the officers of the Personnel Department and I would really like to thank them for having waited so long and having stayed with us to help in this discussion at this time.

If we have any other questions we would, therefore, Mr. Riley, submit them to you in writing and the information we have asked for, if we could get them by Monday, please? So I want to wish you all a safe journey home and you and your staff, you all are relieved. Thank you a whole lot.

Mr. Riley: Thank you, Madam Chairman and members. Thank you for your comments. We would certainly take them into consideration as we move forward.

Madam Chairman: As this stage, I would like to suspend this meeting and we would resume in camera with our other deliberations. I want to thank the members of the listening public and I want to thank the members of the media. This has indeed been a long session, and for those of you all who stayed with us for the duration, thank you for your support. Good evening.

6.44 p.m.: *Meeting adjourned.*