

1. Executive Summary

On Monday 23rd March, 2015 between the hours of 4.00 a.m. and 10.00 a.m. some officers of the Trinidad and Tobago Police Service embarked on a nationwide roadblock which caused a massive traffic pile up along the nation's roads. Persons heading to the capital city, Port of Spain had to undergo bumper to bumper traffic for hours. The business activities in the nation came to a halt with some major stakeholders indicating that they were unaware of what was happening and the real reason behind this dilemma.

The entire East/West corridor was affected terribly. Even as far as San Fernando the gridlocked was experienced and some commuters disembarked maxi taxis which resulted in them having to journey by foot to the rest of their destination.

The sister isle Tobago was not left out of the equation with the Claude Noel Highway and Scarborough being mostly affected with traffic congestion. Some of the Police Officers who took part in the roadblock exercises indicated that it was a *Total Policing Day* which was directed by the Police Executive. Other officers said it was part of the Police Crime Plan 2015 which was initiated by the Commissioner of Police.

However, the general public shared a different view. They believed that the roadblock exercises which caused the nationwide gridlock were a direct result of the unsettled salary negotiations between Police Officers and the Chief Personnel Officer.

The Trinidad and Tobago Police Service Social and Welfare Association has since distanced themselves from what may appear to be an industrial action by some members of the Police Service.

On the said day Ms. Alleyne-Daly the then Acting Commissioner of Police held a press conference and apologized to the nation for the actions of those members of the Police Service. She then appointed me to investigate the cause/causes of the event of that day.

From the investigation conducted three (3) causes were discovered and they are detailed herein. In addition six (6) recommendations are offered as a guide to deal with any fallout.

2. Facts of Roadblock Exercises

On Monday 23rd March 2015, there were police roadblock exercises throughout Trinidad and Tobago. Those roadblocks caused massive pile up of traffic which resulted in numerous complaints of inconvenience made by members of the travelling public. The traffic on all the main thoroughfares in the country was at a standstill. This including the Eastern Main Road, the Priority Bus Route, the Churchill-Roosevelt Highway, the Sir Solomon Hochoy Highway, the Uriah Butler Highway, the Audrey Jeffers Highway, the Western Main Road, Maraval Road, the Lady Young Road and the Claude Noel Highway.

While roadblock exercises by the police are not uncommon in this country, it is widely perceived by the general public that the exercises conducted on Monday 23rd March 2015 were in reality industrial action brought about by a break down in the 2010 to 2013 salary negotiations. Even the media crystallised the action of the police as industrial action. This had brought condemnation against the Trinidad and Tobago Police Service by some members of the general public.

As a consequent the Acting Commissioner of Police Ms. Annmarie Alleyne-Daly together with Deputy Commissioner of Police Mr. Harold Phillip and Deputy Commissioner of Police Mr. Glen Hackett held a news conference and apologised to the nation for the action of those Police Officers who were involved in the roadblock exercise. The Acting Commissioner of Police then appointed me to investigate the cause/causes of the traffic congestion on that day. The instrument which authorised me to pursue this investigation said:

"I refer to the above mentioned subject and hereby advise that you have been appointed to investigate the cause/causes for the massive traffic 'pile up' throughout Trinidad during the period from 4:30am- 9:00am on Monday 23rd March, 2015."

While the mandate given to me for the investigation identified Trinidad to be the geographical frame for the investigation I have not limited myself to Trinidad but have also included Tobago for the obvious reason.

3. The Investigation of Roadblock Exercises

I commenced this investigation by communicating with the Senior Superintendent of the nine (9) Police Divisions. I asked them to provide me with a report of whether there were any roadblock exercises in their division during the period 4am to 10am on Monday 23rd March 2015. I also asked them if there were exercises, to furnish me with information as to who sanctioned the exercises, who were the officers detailed and the purpose for same.

It is instructive to note that the Senior Superintendent of Police in charge of the **Central, Southern and South Western Divisions** reported that there were no road block exercises conducted in their division. This therefore means that none of the officers attached to those three divisions were responsible for the massive traffic pile up in the country on Monday 23rd March 2015.

However, the Senior Superintendent of Police in charge of the **Eastern, North Eastern, Northern, Port of Spain, Western and Tobago Divisions** indicated that there were roadblock exercises carried out on the 23rd March 2015 in their divisions.

In addition, it was discovered that officers from the **Guard and Emergency Branch (South)**, officers from **Port of Spain CID** and one officer from the **Special Branch** participated in the road block exercises.

The under mentioned is a presentation in terms of the Divisions, Section and Branch areas where roadblock exercises were conducted, who authorised/supervised them and also the results of those roadblock exercises.

(a) Eastern Division

1. Station involved - Sangre Grande Police Station

Area of roadblock - Turure Junction

No fixed penalty notices issued;

No arrest;

This road block was authorized by Inspector Thom and supervised by No. 14504 Ag. Sgt. Sookdeo.

(b) North Eastern Division

1. Station involved- Santa Cruz Police Station

Area of roadblock - Bourg Mulatresse

This road block was authorized by Inspector Jacob.

2. Station involved- San Juan Police Station

Area of roadblock – Saddle Road Santa Cruz in the vicinity of the San Juan North Secondary School

4 fixed penalty notices were issued;

No arrest;

This roadblock was authorized by Ag. Inspector Ramlogan.

3. Station involved- Barataria Police Station

Area of roadblock – Corner Priority Bus Route and Morvant Junction

No arrest;

This roadblock was authorized by Ag. Inspector Ramlogan.

4. Station involved- Morvant Police Station

Area of roadblock – Eastern Main Road, Barataria

6 fixed penalty notices were issued;

1 person was arrested;

This roadblock was supervised by No. 12744 Cpl Richards.

(c) Northern Division

1. Station involved- Piarco Police Station

Area of roadblock - Corner Churchill Roosevelt Highway and Piarco traffic lights

15 fixed penalty notices were issued;

15 stop and search forms were written up;

3 persons arrested;

This road block was authorized by No. 12558 Ag. Sgt. Moona.

2. Station involved- Pinto Police Post

Area of roadblock - Corner Churchill Roosevelt Highway and Pinto Road

14 fixed penalty notices were issued;

12 stop and search forms were written up;

1 person arrested;

This road block was supervised by No. 14696 Ag. Sgt. Thomas.

3. Station involved- Cumuto Police Station

Area of roadblock - Cumuto Main Road

6 fixed penalty notices were issued;

137 stop and search forms were written up;

5 persons arrested;

This road block was supervised by No. 13213 Ag. Cpl. Gordon.

4. Station involved- San Raphael Police Station

Area of roadblock - San Raphael Junction

3 fixed penalty notices were issued;

25 stop and search forms were written up;

No arrest;

This road block was supervised by No. 12812 Ag. Sgt. Williams.

5. Station involved- Maloney Police Station

Area of roadblock - Priority Bus Route by Red Hill lights

15 fixed penalty notices were issued;

No arrest;

This road block was supervised by No. 12666 Ag. Sgt. Greene.

6. Stations involved- La Horquetta and Arima Police Stations

Area of roadblock - Corner De Freitas Boulevard and Churchill Roosevelt Highway,
Arima

15 fixed penalty notices were issued

144 stop and search forms were written up

No arrest

This road block was supervised by No. 12774 Ag. Sgt. Waldropt.

7. Station involved- Arouca Police Station

Area of roadblock – Five Rivers Junction, Arouca

9 fixed penalty notices were issued;

No arrest;

This roadblock was supervised by No. 12626 Ag. Sgt. Joseph.

8. Station involved- St. Joseph Police Station

Area of roadblock – Priority Bus Route and Eastern Main Road in the vicinity of TML
Primary School

1 fixed penalty notice issued;

No arrest;

This roadblock was supervised by No. 13694 Ag. Sgt. Peters.

(d) Port of Spain Division

1. Station involved- Central Police Station

Area of roadblock - Beetham Highway by Light house

7 fixed penalty notices were issued;

No arrest;

This road block was supervised by No. 12271 Ag Sgt. Seepersad.

(e) Western Division

1. Section involved-Western Division Task Force

Area of roadblock - Western Main Road, Cocorite

5 fixed penalty notices were issued;

48 stop and search forms were written up;

No arrest;

This road block was supervised by No. 16086 Ag. Cpl. Nurse.

(f) Tobago Division

1. Stations involved- Roxborough and Charlotteville Police Stations -

Area of roadblock - Windward Road Goodwood

13 Fixed penalty notices were issued;

101 stop and search form were written up;

No arrests;

This road block was authorized by No. 11867 Ag. Sgt. Williams.

2. Station involved- Scarborough Police Station

Areas of roadblocks - Claude Noel Highway, Orange Hill Road and Milford Road

12 fixed penalty notices were issued;

No arrest;

This road block was authorized by No. 14786 Ag. Sgt Alleyne of Scarborough Police Station and No. 13745 Ag. Cpl. Sebro.

3. Station involved- Moriah Police Station

Area of roadblock - Big River Hill

1 fixed penalty notice was issued;

No arrest;

This roadblock was authorized by No. 12877 Ag. Sgt. George.

4. Station involved- Old Grange Police Station

Area of roadblock - Auchenskeoch Road

13 fixed penalty notices were issued;

7 stop and search forms were written up;

This road block was authorized by Inspector Powder.

(g) Guard and Emergency Branch

The investigation revealed that officers from the **Guard and Emergency Branch** named hereunder conducted roadblock exercise at Gasparillo in the vicinity of the flyover. That roadblock exercise was authorised and supervised by No. 11946 Acting Sergeant Ogunshaye. Efforts were made to have the Acting Sergeant submit reports on the nature of his exercise but to date he has not done so.

No. 11946 Acting Sergeant Ogunshaye;

No. 13543 Constable De Govia;

No. 14094 Constable Breed;

No. 14839 Constable Pierre;

No. 14955 Constable Reid;

No. 17973 Constable Crawford and

No. 7974 Constable Charles

(h) Criminal Investigations Department

The Criminal Investigations Department / Criminal Records Office Operational Unit conducted a roadblock exercise on Independence Square South in the vicinity of the Cathedral. One person was arrested and this roadblock was supervised by No. 13393 WPC Collette.

The senior officers involved in the mentioned exercises were also asked to provide reports on the roadblock duties that they performed. They were specifically asked that in their report they should include *inter alia* the time of commencement and completion of the exercises, the officers who participated, purpose of the exercises, who instructed them to conduct the exercise and the

period of time they were rostered. It should be noted some reports and diary extracts were obtained from the Divisions.

Inspector Thom who in the **Eastern Division** authorised the roadblock exercises in the area of Turure Junction indicated in his report that he took a proactive measure to prevent crimes and criminal activities in general. This he said was as a result of an incident which occurred on March 21, 2015 where a Police Officer was shot and wounded. He further indicated that his action was in response to the mandate and strategic plans of the Commissioner of Police.

The Senior Officer who actually supervised the exercise; No. 14504 Acting Sergeant Sookdeo also provided a report. In his report, Ag. Sgt Sookdeo indicated that No. 12685 Acting Sergeant Waldropt of the Special Branch asked to join the exercise which he was allowed to do. However, Acting Sergeant Waldropt left the exercise ten minutes later.

A report was also obtained from Acting Sergeant Waldropt.

In the **North-Eastern Division**, reports were obtained from several officers from Morvant, San Juan, Barataria and Santa Cruz Police Stations. No. 12744 Corporal Richards of the Morvant Police Station indicated that the exercise was conducted as instructed by the Senior Superintendent North Eastern Division re: Crime Plan.

Ag. Inspector Ramlogan of the San Juan Police Station stated in his report that as a result of a mandate given to the Station Commanders by the Senior Superintendent North Eastern Division, a decision was taken to conduct road block exercises on the 23rd March 2015.

Generally the officers of the North-Eastern Division indicated in their reports that the road block exercises were conducted in keeping with the Strategic Crime Plan as instructed by the Commissioner of Police.

In the **Northern Division**, reports were obtained from officers attached to the St. Joseph, Arima, La Horquetta, Arouca, San Raphael, Maloney, Cumuto, Pinto and Piarco Police Stations. No. 14732 Acting Corporal Rampersad of the La Horquetta Police Station stated in his report that the exercise was in keeping with the Trinidad and Tobago Police Service Anti-Crime (Strategic Plan 2014-2016).

No. 12626 Acting Sergeant Joseph of the Arouca Police Station indicated that the roadblock was geared towards apprehending wanted persons and dealing with persons violating the Motor Vehicle and Road Traffic Act.

In the **Port of Spain Division**, a report was obtained from No. 12771 Acting Sergeant Seepersad of the Central Police Station who indicated that the roadblock exercise was held as a result of the Commissioner's Operation Plan for 2015.

In the **Western Division**, a report was obtained from No. 16086 Acting Corporal Nurse of the Western Division Task Force who stated that the roadblock exercise was held in an effort to recover two motor vehicles which were reported stolen on the 21st and 22nd March 2015.

In the **Tobago Division**, reports were obtained from several officers from the Scarborough, Moriah, Old Grange, Charlotteville and Roxborough Police Station. No. 14411 Acting Sergeant Sterling of the Roxborough Police Station indicated in her report that as a result of a lecture held on the 16th March 2015 at the Roxborough Police Station, a decision was made to conduct roadblocks in an effort to curb the upsurge of incidents of larceny of motor vehicles in that district.

Inspector Powder of the Old Grange Police Station stated in his report that he decided to conduct pre-Easter roadblock and traffic exercises and the roadblock exercise held on the 23rd March 2015 was coordinated and supervised by him.

No. 14786 Acting Sergeant Alleyne of the Tobago Division Task Force and No. 15084 Acting Corporal Bishop of Scarborough Police Station both stated in their reports that the roadblock exercises were conducted as a result of the policing concept of a 'Total Policing Day Exercise.'

Synopsis

Having carefully reviewed the contents of the reports submitted by the Officers it seems to me that the roadblock duties they performed on Monday 23rd March 2015 maybe consistent with the concept of 'Total Policing Day' which is a crime fighting initiative. I shall briefly review the concept of Total Policing Day.

4. Total Policing Day

The concept of a total policing day is a crime fighting initiative from the office of the Deputy Commissioner of Police Operation Mr. Harold Phillip who mandated all Divisional Commanders by way of a memorandum dated 19th January 2015 to conduct a '*Total Policing Day*' each week with effect from the 19th January 2015.

In the memorandum, the Deputy Commissioner stated that the Total Policing Day should include "*roadblock exercises stop and search exercises, ticket exercises, search warrant executions, warrant exercises, targeting of priority offenders and priority crimes as well as gang members*".

On the completion of such, the various Divisions were instructed to generate and submit by 12.00 midday after the date of the exercise a report of the outcome.

In addition to the Total Policing Day concept, the Deputy Commissioner of Police Operations issued a further memorandum dated February 10th 2015 titled "*Police Visibility Patrol*". Divisional Commanders were to detail officers to perform visibility patrols (foot / mobile) within their respective Divisions. The patrols were to include police officers performing duties at the main thoroughfare that is – Highways, Main Roads, Key institutions, School crossings, business areas, malls, squares, parks and coastal areas such as beaches.

The patrols were to be performed at the aforementioned locations at the times of the day when maximum impact could be derived.

The patrols were also to be instituted daily and the officers conducting the patrols were to be "People Centered", that is courteous, attentive, responsive and tactful.

NB: Assuming that the Total Policing Day concept was the driving force of the exercises conducted by the Police Officers on Monday 23rd March 2015, then its application was disastrous on the general citizenry of Trinidad and Tobago. It caused a massive traffic pile up along the East-West corridor and also Scarborough, Tobago.

Based on several newspaper articles the action caused great inconvenience to the travelling public. The Trinidad Express newspaper reporter Ms Sharlene Rampersad reported that “commuters had to sit in standstill traffic for up to an hour or more.”

Another story by Mr. Richard Charan of the Trinidad Express newspaper dated March 24th 2015 stated that the action was deemed by the Trinidad and Tobago Police Service as a ‘Total Policing Day’ but outraged citizens considered it an act of police brutality.’ He opined that it was a calculated move that brought torture to thousands of citizens on 23/03/2015. The Police found a way to protest the compensation package being offered by the State by setting up surprise road blocks along all major roads in Trinidad and Tobago.

A Guardian newspaper article dated March 24th , 2015 indicated that commuters leaving San Fernando were delayed for up to two hours or more in traffic on the north bound lane just to get to Gasparillo. Standstill traffic backed up into San Fernando clogging the by-pass and causing hundreds of commuters to arrive late for school and work.

Commuters in Tobago were also severely affected. First Citizens Bank Roxborough Branch and Republic Bank Auchenskeoch Branch remained closed as staffs were reportedly stuck in traffic.

Several passengers scheduled to fly with Caribbean Airlines (CAL) and other airlines on the morning of 23/03/2015 were also affected. Several regional and international CAL flights were delayed.

Another newspaper article reported that the Chaguanas Chamber of Industry and Commerce was deeply concerned by the action taken by Police Officers which brought the legitimate business of the country to a near standstill and affected thousands of commuters throughout the nation.

Newsday reporter Ms. Carol Matroo reported “that thousands of commuters heading out to work and school yesterday were greeted with endless miles of traffic, many having to return home after reaching nowhere fast as the Police Service conducted what they called ‘a total day of policing’. Traffic also snaked into central and south Trinidad leaving motorists and passengers disgusted and frustrated with what they believed to be an exercise in futility.

At the Arima dial where people were usually hustling to the maxi taxi hub to get to work or school, most were taking the opposite direction to head back home saying the situation was 'madness.'

Regional and International News Agencies also highlighted the situation in Trinidad and Tobago such as the Jamaica Observer and Yahoo News website.

Finally, it was concluded that the Police lost big in the court of public opinion with officers condemned for showing no consideration for the people. As a result, persons streamed out of Port of Spain early in the evening of Monday 23rd March 2015.

5. Industrial Action

In addition, the roadblock exercises conducted by the Police Officers were crystallised in several circles and in the media as an act of industrial action. It has now become necessary to briefly review this area of concern to have an understanding of it.

According to **Section 2 (1) of the Industrial Relations Act Chapter 88:01**, industrial action, means:

“strikes and lockouts, and any action, including sympathy strikes and secondary boycotts (whether or not done in contemplation of, or in furtherance of, a trade dispute), by an employer or a trade union or other organisation or by any number of workers or other persons to compel any worker, trade union or other organisation, employer or any other person, as the case may be, to agree to terms of employment, or to comply with any demands made by the employer or the trade union or other organisation or by those workers or other persons, and includes action commonly known as a “sit-down strike”, a “go-slow” or a “sick-out”, except that the expression does not include— (a) a failure to commence work in any agricultural undertaking where work is performed by task”.
caused by a delay in the conclusion of customary arrangements between employers and workers as to the size or nature of a task; and (b) a failure to commence work or a refusal to continue working by reason of the fact that unusual circumstances have arisen which are hazardous or injurious to health or life”.

Synopsis

There is the notion that the roadblock exercises conducted by Police Officers throughout Trinidad and Tobago on the 23rd March 2015 between the hours of 4.00am and 10.00am were a form of industrial action as a result of their on-going salary negotiations. While there may seem to be a correlation between industrial action and the police roadblock exercises in Trinidad and Tobago there ^{is} ~~are~~ really no evidence to substantiate this view.

Firstly, it is my view that the action taken by the Police Officers on the said date does not fall within the definition of industrial action as outlined in the **Industrial Relations Act Chapter 88:01**.

Secondly, the Police Officers who conducted the roadblock exercises in general claimed that the exercises were done in adherence to the directive on Total Policing Day.

Thirdly, the secretary of the Trinidad and Tobago Police Service Social and Welfare Association submitted a written report distancing the Association from the Police activities on Monday 23rd March 2015. In fact he said:

“This letter serves to confirm that the Trinidad and Tobago Police Service Social and Welfare Association (TTPSSWA) is unaware that these activities were in anyway related to salary negotiations.”

I do recognise the enormous sensitivity generated by the general public in this area and I do share their pain. However, in spite of the emotional feelings advocated in this area one needs to take an objective view bearing in mind the three (3) factors illustrated above before one can come to an informed position. For me there is no evidence to substantiate the fact that the Police Officers were engaging in industrial action although there are some obvious superficial parallels that can be drawn.

6. Causes of The Roadblock Exercises

From the investigation I have conducted, I wish at this time to advance three (3) reasons on what may have caused the massive pile up as a result of the roadblock exercises conducted between 4.00am and 10.00am on Monday 23rd March 2015 by some members of the Trinidad and Tobago Police Service.

1. Malicious Obedience

In conducting the roadblock exercises on that day the Police Officers who participated in those activities were **maliciously obedient** to the Laws and Regulations of Trinidad and Tobago. They were also **maliciously obedient to instructions** by following all Standing Orders, Departmental Orders, Rules, Policies and Procedures.

The reality is those Police Officers maliciously performed their duties based on the Total Policing Day concept and the Police Visibility Patrol concept without any regard or concern for the plight of the general public or even to maintain a relationship with the general public.

The point to note, they did exactly what they were told to do in the memorandum dated 19th January 2015 on "**Total Policing Day**" and the memorandum dated February 10th 2015 on "**Police Visibility Patrol.**" However, their actions were without disposition and relationship to sustain the spirit of the Total Policing Day concept and moreover they have failed to accept any responsibility for the results.

2. It seems that there is a breakdown in some of the systems within the Trinidad and Tobago Police Service.

The activities of Monday 23rd March, 2015 are a clear indication of the breakdown of some of the systems in the Trinidad and Tobago Police Service. There is no indication that the intelligence agencies within the Trinidad and Tobago Police Service reported on the possibility of such activities taking place or in the planning stage. In fact correspondence was sent to the Head of the Special Branch, Head of Divisions, Head of Cyber Crime Unit and Head of Criminal Gang and Intelligence Unit requesting kindly

from them whether they had prior information on any planned roadblock exercise in the country.

The Head of the Special Branch was not helpful. She was more concerned with her seniority over me and refused to provide me with any information. This is unfortunate because I have no personal interest in this investigation. I was detailed to conduct this investigation by the Commissioner of Police and this is known throughout the country. I really thought that we were part of a complementary team with one vision in mind. However, the courtesy I received from her suggested otherwise. Her mere refusal to engage in discussions with me on the subject matter showed a communication issue and it is evident of a breakdown of systems in the Trinidad and Tobago Police Service.

The other Heads of Divisions and Branches, Cyber Crime Unit, Criminal Gang and Intelligence Unit supplied information that they were unaware of any planned roadblock exercises. Again their failure to know or have intelligence in this area is evident of breakdown of systems in the Trinidad and Tobago Police Service.

3. There was a breach of paragraph 131 (2) and (3) of the Police Service Regulations 2007.

Accordingly paragraph 131 (2) states:

An officer in the First Division who is in charge of a Division or Branch shall be responsible for the state of his command as well as the state of his district and for the conduct and efficiency of all the officers under his command.

Accordingly paragraph 131 (3) states:

An officer in the Second Division who is in charge of a Police Station shall be responsible for such Station and its district and for the conduct and efficiency of all the officers under his charge.

Rhetorically:

- Can we truly say that the First Division Officers in charge of Eastern Division, North Eastern Division, Northern Division, Port of Spain Division, Western Division and Tobago Division were in charge of their Divisions and responsible for the state of their command as well as the state of their district and for the conduct and efficiency of all the officers under their command between 4:00 am and 10:00 am on Monday 23rd March, 2015?
- Can we truly say that the Second Division Officers who were in charge of Police Stations within the six Divisions mentioned above were responsible for such Stations and districts and for the conduct and efficiency of all the officers under their charge?

The reports obtained from the First Division Officers in charge of the Divisions indicated that they were unaware of what was taking place in their Divisions. They alluded that they received calls from the Acting Commissioner and The Deputy Commissioners to cease the roadblock activities within their Divisions.

Rhetorically:

- Are they saying that the Acting Commissioner of Police and the Deputy Commissioner of Police knew what was taking place in those six Divisions before the First Division Officers in charge of their Divisions?

NB: The point to note is that for a brief moment that is between 4.00am and 10.00am on Monday 23rd March, 2015, the First Division Officers who were in charge of six Police Divisions and Second Division Officers who were in charge of Police Stations within the six named Police Divisions lost control of their Divisions and Stations respectively to a small group of Junior Officers.

This small group of Junior Officers took control of six Police Divisions in Trinidad and Tobago and conducted their brand of malicious obedience to the Total Policing Day and the Police Visibility Patrol concepts.

Thanks for the astute leadership of the Acting Commissioner of Police Ms. Annmarie Alleyne-Daly, Deputy Commissioner of Police Mr. Harold Phillip and Deputy Commissioner of Police Mr. Glen Hackett who intervened and took control of the situation in the Trinidad and Tobago Police Service. They certainly averted further crisis since the information obtained suggested that the said officers would have taken control of the streets of Trinidad and Tobago again by 2.00 pm the said Monday 23rd March, 2015.

7. Recommendations

In view of the investigation conducted and in view of the causes identified I wish to suggest the following recommendations to deal with any fallout from the roadblock exercises conducted by some Police Officers between 4.00am and 10.00am on Monday 23rd March, 2015.

1. In relation to any breach of Paragraphs **131(2) and (3) of the Police Service Regulation 2007**, I am suggesting that a conference be called with the officers of the First Division who are in charge of Divisions or Branches and the officers in the Second Division who are in charge of Police Stations. There are two main reasons for such a conference:
 - The first is to enlighten them of the provision of the Regulations illustrated above and to show them of its applicability to them.
 - The second is to reprimand them for their failure to be in control of the state of their command as well as the state of their district and for the conduct and efficiency of all the officers under their command on Monday 23rd March, 2015.

2. It is my respectful view that serious consideration should be given to your relationship with the Police Officer who co-hosts the talk show programme Beyond the Tape. The programme is a great way to articulate the views and interest of the Police Service. However, I am not sure that the Police Officer who co-hosts such a programme is really articulating the views of the Police Service.

On Monday 23rd March, 2015, the Acting Commissioner of Police Ms. Alleyne-Daly held a news conference apologizing to the nation of the action of the Police Officers who on that day held the roadblock exercises that caused massive traffic pile up. However, the co-host of the programme "Beyond the Tape" which is aired during the hours of 6 pm to 7 pm on that said day was praising the Police Officers who conducted the roadblock exercises.

Both views are diametrically opposing to each other and have clearly demonstrated mixed signals. Thus it is my respectful view that the support of the Police Service to this officer be reconsidered.

3. Although there is evidence that officers of the Guard and Emergency Branch took part in road block exercises in the Southern Division, it is noteworthy that there was no evidence that officers within the Central Division, Southern Division and South Western Division took part in any roadblock exercises between 4:00 am and 10:00 am on Monday 23rd March, 2015. This means that in no way officers attached to those Divisions were responsible for the traffic gridlock that took place on the main thoroughfare in Trinidad and Tobago on that day. This to my mind is commendable and it is my respectful view that you compliment all officers in those Divisions accordingly for their devotion to duty.
4. Information coming to hand is that some members of the general public felt that they were victimized and unfairly treated by the Police Officers who performed roadblock duty on that day. Bearing in mind that one of the causes of the massive roadblock exercises is "*malicious obedience*" by Police Officers to the Standing Orders, Departmental Orders, Rules, Policies, Procedures, Laws and Regulations of Trinidad and Tobago. Then it may be prudent to lobby the State to hold a Commission of Enquiry into the Police activities on that day.

The conclusion and findings of this enquiry may help to win back the public trust and confidence since the public will have a medium to let us know exactly what they endure in the hands of some Police Officers.

5. No 12685 Ag. Sgt Waldropt of The Special Branch, who is posted in the Eastern Division and performed roadblock duty dressed in police uniform, should be realigned. The Special Branch should provide support in terms of intelligence and avoid participating in situations like these yet this officer chose to do the opposite.
6. Finally, it may be worthy for the Commissioner of Police and the three (3) Deputy Commissioners of Police to formally apologize to the nation for the actions of the few Police Officers who were able to simultaneously hold roadblock exercises between the period 4.00 am and 10.00 am on Monday 23rd March, 2015. This effort may help to build

back the bridge of confidence between the Trinidad and Tobago Police Service and the members of the public.

8. Limitations of this Enquiry

There were several limitations I encountered pursuing this enquiry. In this regards I shall identify two of those concerns:

➤ **Time.**

I was given two weeks to complete this enquiry. However, the magnitudes of this enquiry required in excess of that time to gather more information and also to interview and obtain reports from other Police Officers involved in this road block. Lack of sufficient time has been a disadvantage in this regard.

➤ **Support and Co-operation.**

Even though I was appointed by the Acting Commissioner to investigate this matter I certainly did not get the co-operation of some my colleagues to address some areas of concern to me.

Many thanks for affording me the opportunity to serve in this capacity.

A handwritten signature in black ink, appearing to read 'Edwards Ag. AC 27/4/15', written over a large, stylized circular flourish.

Vincel Edwards

Assistant Commissioner of Police

North West (Ag.)

**ASSISTANT COMMISSIONER
OF POLICE
NORTH WEST**