



2019
ANNUAL REPORT

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LIST OF ACRONYMS

CA	Children's Authority of Trinidad and Tobago
CBO	Community Based Organisation
CC	Children Court of Trinidad and Tobago
CCRFCNA	Children's Community Residences, Foster Care and Nurseries Act
CFSU	Child and Family Services Unit
CHATT	Children's Home Association of Trinidad and Tobago
CPIMS	Child Protection Information Management System
CPU	Child Protection Unit of the Trinidad and Tobago Police Service
CSA	Children's Services Associate
CSC	Child Support Centre
CTU	Counter Trafficking Unit
DP	Development Programme
ECA	Employers Consultative Association of Trinidad and Tobago
ERT	Emergency Response Team
FAHSSE	Facilities, Administration and Health, Safety, Security and Environment
FBO	Faith-Based Organisation
FCDA	Family and Children Division Act
HRIS	Human Resource Information System
HSSE	Health, Safety, Security and Environment
IASP	International Association for Suicide Prevention
IT	Information Technology
JIFF	Juvenile Inventory For Functioning
L&M	Licensing and Monitoring
M&E	Monitoring and Evaluation
NCRHA	North Central Regional Health Authority
NGO	Non-Governmental Organisation
OPM (GCA)	Office of the Prime Minister (Gender and Child Affairs)
OSH	Occupational Safety and Health
PAP	Prospective Adoptive Parent
PPC	Payment per Child
PSRP	Public Sector Recycling Programme
PTA	Parent Teacher Association
SOW	Scope of Work
SSSD	Student Support Services Division
SWMCOL	The Trinidad and Tobago Solid Waste Management Company Limited
SWRHA	South West Regional Health Authority
TTPS	The Trinidad and Tobago Police Service
UNHCR	The United Nations High Commissioner for Refugees
YLSCMI	Youth Level of Service Case Management Inventory
YTRC	Youth Training and Rehabilitation Centre

LEGISLATIVE FRAMEWORK

The following pieces of Legislation were developed to assist in the protection of children:

- Registers of Births, Deaths and Marriages Act Chap. 44:02
- Education Act Chap. 39:01
- Public Health (Nursery Schools and Primary Schools Immunisation) Chap. 28:03
- Infants Act Chap. 46:02
- Age of Majority Act Chap. 46:06
- Status of Children Act Chap. 46:08
- Family Law (Guardianship of Minors, Domicile and Maintenance) Act Chap 46:08
- Children and Young Persons (Harmful Publications) Act Chap. 11:18
- Miscellaneous Provisions (Minimum Age for Admission to Employment) Act No. 3 of 2007
- Domestic Violence Act Chap. 45:56
- The Children's Authority Act Chap. 46:10
- Children's Authority Regulations, 2014
- Children's Community Residences, Foster Homes and Nurseries Act Chap. 46:04
- Children's Community Residences (Children's Homes) Regulations, 2018
- Children's Community Residences (Rehabilitation Centres) Regulations, 2018
- Foster Care Regulations, 2014
- Child Rehabilitation Centre Regulations, 2018
- The Children Act Chap. 46:10
- The Sexual Offences (Amendment) Act No. 31 of 2000
- The Adoption of Children Act No. 67 of 2000
- The Adoption of Children (Amendment) Act, 2003
- The Adoption of Children (Amendment) Act No. 4 of 2015
- The Miscellaneous Provisions (Supreme Court of Judicature and Children) Bill, No. 15 of 2018
- The Miscellaneous Provisions (Minimum Age for Admission to Employment) Act, No. 3 of 2007
- The International Child Abduction Act Chap. 12:08
- The Children's Life Fund Act Chap. 29:01
- The Trafficking in Persons Act Chap. 12:10
- Anti-Gang Act, No. 1 of 2018
- The Family and Children Division Act No. 6 of 2016. Schedule 5 of this Act amends, inter alia, the Children Act, 2000, the Children's Community Residences, Foster Care and Nurseries Act, 2000 and the Children's Authority Act, 2000.
- The Child Rehabilitation Centres Act Chap. 13:05
- The Miscellaneous Provisions (Marriage) Act No. 8 of 2017
- The Miscellaneous Provisions (Supreme Court of Judicature and Children) Act, 2018 which amends, inter alia, the Children Act, 2000, the Children's Community Residences, Foster Care and Nurseries Act, 2000 and the Children's Authority Act, 2000, the Child Rehabilitation Centres Act, Chap. 13.05 and the Family and Children Division Act, 2016
- Administration of Justice (Deoxyribonucleic Acid) Act Chap 5:34
- Widows and Orphans Pension Act Chap. 23:54
- Widows and Orphans Pensions Extension Act Chap. 23:55

CONVENTIONS RELATING TO THE PROTECTION OF CHILDREN RATIFIED BY TRINIDAD AND TOBAGO

- **UN Convention on the Rights of the Child**

A human rights treaty which sets out the civil, political, economic, social, health and cultural rights of children

- **UN Protocol to prevent, suppress and punish trafficking in persons, especially women and children / UN Convention against transnational organised crime**

- **The Hague Convention on the Civil Aspects of International Child Abduction**

Under the Convention, an application could be made for the return of a child who had been wrongfully removed or retained so long as the applicant possessed rights of custody, and provided that those rights were being "actually exercised" at the time of the abduction.

- **UN Convention on the Rights of Persons with Disabilities**

The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

LIST OF KEY TERMS

Adoption Order

An Adoption Order is made for the purpose of authorising the applicant to adopt a child. The Court will need to be satisfied that the welfare and best interest of the child will be promoted by the adoption and the applicant is a fit person to have the custody and sufficient ability to raise, maintain and educate the child. The application is made pursuant to Section 18 of the Adoption of Children Act, Chapter 46:03 and must be supported by a recommendation from the Authority.

Affidavit

An Affidavit is a written statement of truth and facts. It is signed by a person who is swearing to the statements contained in the document. The affidavit is usually used as evidence in Court.

Care Order

A Care Order is made for the purpose of placing a child under the care of the Authority or a community residence. This Order is usually pursued where, upon investigation, the Authority is of the view that the child is in need of care and protection and it would be in the best interest of the child to be received into care by the Authority. The application is made pursuant to Section 25(c) of the Children's Authority Act, Chapter 46:10.

Care Plan

A Care Plan is a written statement of the child's assessment needs. It highlights the social, mental, emotional, spiritual, physical, and medical needs of the child and the supports required in these domains for accomplishing these goals. It is a detailed outline of the specific requirements needed, and in essence, implements the recommendations of the Treatment Plan. In our setting, this will be done by external social workers assigned to the child or family, and will be guided by the Treatment Plan sent from the Assessment Centre. The Care Plan would then be monitored by the Children's Authority to determine whether it is being implemented, and to make recommendations for adherence.

Child in Need of Care and Protection

A Child in Need of Care and Protection means a child referred to in Section 22(1) of the Children's Authority Act, Chap. 46:10:

- a. has neither parent nor guardian who is fit to exercise care and guardianship
- b. is lost or has been and remains abandoned by his parent or guardian
- c. whose parent or guardian is prevented by:
 - i. reason of mental or bodily disease
 - ii. infirmity or other capacity; or
 - iii. any other circumstances from providing for his upbringing, and there is no available person or persons capable, fit or willing to undertake the care of such child;
- d. is exposed to moral danger
- e. child in need of supervision
- f. is ill-treated or neglected in a manner likely to cause him suffering or injury to health
- g. is destitute or is wandering without any settled place of abode and without visible means of subsistence
- h. is begging or receiving alms
- i. is found loitering for the purpose of begging or receiving alms
- j. frequents the company of any criminal; or frequents the company of any common or reputed prostitute not being the mother of the child.

LIST OF KEY TERMS CONT'D

Children in Conflict with the Law

The term "Child/ren in Conflict with the Law" is frequently used as an umbrella to refer to a child who has been suspected, accused, detained for, or charged with a criminal offence in Trinidad and Tobago. The following legislation gives support to this proposed definition:

- Schedule 5 of the Family and Children Division Act (partially proclaimed) "Child charged" means a child who has been charged with an offence and is awaiting the outcome of a hearing or trial; "Child offender" means a child who has been convicted of a criminal offence;

- Children in Need of Supervision (CHINS)

The term "Child/ren in Need of Supervision" is a new concept designed to replace the term "Beyond Control". The Family and Children Division Act (Schedule 5) has repealed Section 61 of the Children Act, Chap. 46:01 by repealing and replacing it with Section 50A which provides as follows:

50A. (1) Where a parent, guardian or person with responsibility for a child alleges that he is unable to control the child, he may apply to the Court for an Order deeming the child to be a child in need of supervision and the Court shall –

- refer the child to the Children's Probation Officer;
- notify the Authority; and
- request that the Solicitor General appoint a Children's Attorney for the child.

(2) The Court shall require a report from the Children's Probation Officer.

(3) Upon receipt of the report referred to in subsection (2) the Court may make the following Orders:

- Order that the child be deemed a child in need of supervision and refer the child to the Authority who may recommend an appropriate intervention;
- Order that the child be deemed a child in need of care and protection and make an appropriate Order pursuant to Section 25 of the Children's Authority Act;
- make an Order for the care and placement of the child and refer the child to the Authority;
- Order that the child be referred for counselling or any other rehabilitative intervention or treatment;
- Order that the parent, guardian or person with responsibility for the child be referred for counselling;
- Order that any family member, members of the child's household or persons connected to the child be referred for counselling; or
- make any other Order including an Interim Order that the Court deems fit.

(4) Nothing in subsection (3) shall preclude the Court from making an Interim Order prior to receiving the report referred to in subsection (2).

(5) In this section "a child in need of supervision" means a child so deemed by the Court pursuant to subsection 3(a).

LIST OF KEY TERMS CONT'D

Children's Home

Children's Home means a residence for the care and rehabilitation of children and includes orphanages as defined in the Children Act.

Closed Adoption

In a Closed Adoption, the biological parents and adoptive parents do not share a relationship; neither party has any identifying information about the other and there is no contact. In this type of adoption, the child is matched with the prospective adopter based on the profile of the child requested. Closed Adoptions provide birth parents with a sense of closure.

Community Residence

A Community Residence means a children's home or rehabilitation centre and includes Industrial Schools and Orphanages referred to in the Children Act.

Contribution Order

Also referred to as Contribution by Children in Care, in Section 44 of the Children's Authority Act.

A child under the care of the Authority who has attained the age of sixteen years and is engaged in remunerative work shall be liable to make contributions to the Authority in respect of himself and where no agreement can be reached or where an agreement is not being complied with, the Court may order the payments (hereinafter referred to as a Contribution Order) of an appropriate amount by him according to his means.

Section 45 of the Children's Authority Act: A Contribution Order made under this Part shall remain in force as long as the child is in the care of the Authority but a person may at any time apply to the Court for the Order to be varied or discharged.

Emergency Protection Order

An Emergency Protection Order (EPO) is made when the Court is of the view that the child is likely to suffer physical, emotional, mental or psychological harm or if enquiries to determine the foregoing are being frustrated by unreasonable refusal of access to the child and the CA has reason to believe that access to the child is required as a matter of urgency.

Family Assistance Order

A Family Assistance Order is made for the purpose of providing counselling and any other relevant assistance deemed necessary for the wellbeing of the child. The application is made pursuant to Section 25(a) of the Children's Authority Act, Chapter 46:10.

Fit Person Order

A Fit Person Order is made for the purpose of placing a child under the care of a fit person. A fit person means a relative of the child or such other person, including a body corporate, authority, agency or society established for the reception of children to whom this Act applies and who is found by the Court to be a suitable person to care for the child, but does not include a Children's Home. The application is made pursuant to Section 25(g) of the Children's Authority Act, Chapter 46:10.

Foster Care Order

A Foster Care Order is made for the purpose of placing a child in foster care, which is defined as the assumption of temporary care, maintenance and parental obligations by an approved foster parent. This Order can be pursued where the Authority deems that a child is in need of care and protection. The application is made pursuant to Section 25(i) of the Children's Authority Act, Chapter 46:10.

LIST OF KEY TERMS CONT'D

An Order Freeing a Child for Adoption

Under Section 15 (1) of the Adoption of Children Act, the Authority is mandated to apply to the Court for an Order declaring a child to be freed for adoption where the Authority accepts an application made by a person to place that child for adoption and (2) under Section 25 of the Children's Authority Act, where the Court is satisfied that a child brought before it by the Authority is a child in need of care and protection, the Court may make an Order freeing a child for adoption.

An Order freeing a child for adoption made under Section 25 (j) shall make the child available for adoption under the Adoption of Children Act, 2000. This is sought where the Authority accepts an application made by a person to place a child for adoption. Upon the grant of the Order, the Court will make a declaration that the child be "freed for Adoption", following which the Authority can then match the child with such prospective adoptive parents as are approved by the Authority taking into account the child's needs.

Gag Order

A Gag Order (also known as a Gagging Order or suppression order) is an Order, typically a legal Order by a court or government, restricting information or comment from being made public or passed onto any unauthorised third party. In most cases, a Gag Order is issued by a judge for the purpose of preventing witnesses and jurors from obtaining information about the case outside court, to protect the integrity of the trial. On occasion, a judge may issue a Gag Order to prevent certain information from being passed on to third parties involved in the legal matter.

Home Study

A Home Study is the comprehensive screening of the Prospective Adoptive Parent (PAP) for the purpose of evaluating their suitability to adopt a child.

Maintenance/Contribution Order

The Authority may arrange with the parents or the guardian of a child for a contribution according to their means towards the maintenance of the child who is in the care of the Authority. Where an agreement cannot be reached in accordance with the Act, the Authority may apply to the Court for an Order for the maintenance of the child, having regard to the means of the parent or guardian.

Open Adoption

In an Open Adoption, the biological parents and the adoptive parents share a relationship. The adoptive and biological parents can agree to have an arrangement that allows the biological parents to maintain a relationship with the child. An Open Adoption may often involve the adoption of a godchild, niece, nephew, grandchild, neighbour's child or the child of a spouse.

Recovery Order

The Authority may seek a Recovery Order Under 25F (2) of the Children's Authority Act, Chap. 46:10, by which the Court is empowered to:

- (a) direct any person who is in a position to do so, to produce the child on request to -
 - (i) any person specified in the Order;
 - (ii) a police officer; or
 - (iii) any other person who is authorised by the parent or any person in whose favour a Care Order or an Emergency Protection Order is made, after the Recovery Order is made;
- (b) authorise the removal of the child by any of the persons under paragraph (a), or
- (c) authorise a police officer to enter premises specified in the Order to search for the child, using reasonable force if necessary.

LIST OF KEY TERMS CONT'D

Rehabilitation Centre

"Rehabilitation Centre" means a Community Residence for the rehabilitation of—

- (a) child offenders who—
 - (i) have been convicted and committed to serve a custodial sentence; or
 - (ii) are remanded in custody pending sentence; or
- (b) children who have been charged with an offence and are in custody pending a hearing.

Risk Assessment

A Risk Assessment is the administration of a specialised tool used to determine the possibility of the child engaging in future criminal behaviour (in the case of a child in conflict with the law) or engaging in risky/challenging behaviour (in the case of the CHINS). The tool and its user also identify strengths and needs, to generate a plan that will address the child holistically. These reports and their recommendations are submitted to the Children Court for the Judicial Officer's consideration.

Supervised Access

This refers to supervised visits between parents/guardians/families and their children, which is facilitated by the Authority's Child and Family Services Unit.

Supervision Order

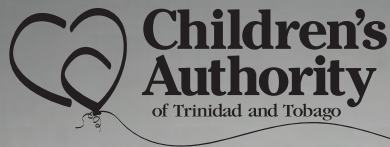
A Supervision Order is made for the purpose of requiring either the child; the parents or guardians of the child; any person with care and control of the child; or any teacher or instructor of the child, to meet with the Authority or any probation officer, social worker or counsellor designated by the Authority, so that the manner in which the child is being cared for may be supervised by the Authority. This Order is pursued in the case where the Authority wishes to intervene and provide the necessary counselling to the child and sometimes to the adults who are present in the child's life or to monitor the child's upbringing in cases where the child has been reintegrated with his or her family. The application is made pursuant to Section 25 (k) of the Children's Authority Act, Chapter 46:10 as amended by Schedule 3 paragraph 6 (b) and (c) of the Children Act, 2012.

Treatment Plan

The formulation and implementation of Treatment Plans fall within the responsibility of the Children's Authority, as stated in Section 14 (4) (a) and (c) of the Children's Authority Act, Chapter 46:10. A Treatment Plan refers to an individualised treatment guide that is formulated by a multidisciplinary team after the initial assessment and diagnostic summary of a client's case. In our setting, it refers to the deliverable of the multidisciplinary case conference at the Assessment Centre. This Plan outlines the overarching presenting problem, a breakdown of the problems related to this larger problem, the therapeutic goals and objectives for the child as they relate to the solution of the problems identified, therapeutic interventions to achieve the objectives and goals, as well as a time estimate to achieve those. These would then inform the necessary referrals, and provide recommendations to such agencies about the needed interventions that are to be further developed. The Treatment Plan therefore forms part of the larger Care Plan.

Wardship Order

A Wardship declaration mandates that any fundamental decision which would affect the child must be made with the consent of the Court, including any change to the current residence/placement of the minor. The application is made pursuant to Section 35 of the Family Law (Guardianship of Minors, Domicile and Maintenance) Act, Chapter 46:08 and Part 34 of the Family Proceedings Rules, 1998.



VISION

The Vision of the Children's Authority is an enduring aspiration, which guides every aspect of the organisation's operations. It is the destination point for where the Authority is headed and serves to aspire, inspire and motivate.

A SOCIETY WHERE CHILDREN ARE VALUED, CARED FOR, PROTECTED AND HAVE THEIR RIGHTS RESPECTED.

MISSION

The Roadmap of the Children's Authority starts with its Mission, which declares the purpose of the organisation and serves as the foundation on which actions and decisions are made. The Mission Statement reflects what the Authority does, why it is done, and who benefits from the organisation's work.

TO PROMOTE THE CARE AND PROTECTION OF CHILDREN THROUGH ADVOCACY, PREVENTION AND INTERVENTION.

LEGISLATIVE MANDATE

The Authority's mandate is outlined in the Children's Authority Act, Chap. 46:10, Section 5 (1):

The Authority may have and exercise such powers and functions as are conferred on it by this Act and in particular may –

- (a) provide care, protection and rehabilitation of children in accordance with Part III of this Act;
- (b) investigate and make recommendations with respect to the adoption of children in accordance with the Adoption of Children Act, 2000;
- (c) investigate complaints made by any person with respect to any child who is in the care of a community residence, foster home or nursery, that the said residence, home or nursery failed to comply with the requisite standards prescribed under the Children's Community Residences, Foster Care and Nurseries Act, 2000 and any incident of mistreatment of children in such places;
- (d) investigate complaints or reports of mistreatment of children;
- (e) upon investigation, remove a child from his home where it is shown that the child is in imminent danger;
- (f) monitor community residences, foster homes and nurseries and conduct periodic reviews to determine their compliance with such requirements as may be prescribed;
- (g) issue, suspend and revoke licences of community residences and nurseries as provided under the Children's Community Residences, Foster Care and Nurseries Act, 2000;
g (a) issue, suspend and revoke temporary residence licences and conditional residence licences of Children's Homes and nurseries as provided under the Children's Community Residences, Foster Care and Nurseries Act;¹
- (h) advise the Minister on matters relating to the operation of this Act; and
- (i) do all such things as may be necessary or expedient for the proper performance of its duties.

¹ As amended by the Miscellaneous Provisions (Supreme Court of Judicature and Children) Act

EXECUTIVE SUMMARY

Fiscal 2019 marked four years of the Children's Authority of Trinidad and Tobago delivering on its mandate to provide care and protection for children. For the period under review, the Authority received a total of 4,333 reports of abuse through its Hotlines 996 and 800-2014.

From the data outlined in the 2019 Report, major challenges facing the Authority, which require national attention, include an increased number of children lacking care and guardianship, children in conflict with the law and children in need of supervision. Children, who fall into these three categories of reports, often require suitable placement options, and these continue to be limited. Further, 286 children were arrested for offences ranging from drug possession, robbery and sexual offences.

This data speaks to the need for further intervention and discussions regarding at-risk youth, to stem the tide of children being in conflict with the law. While for Trinidad, sexual abuse, physical abuse and neglect continue to be the highest categories of reports of abuse, in Tobago, sexual abuse, neglect and children lacking care and protection were the highest categories of abuse received.

Fiscal 2019 also saw the Authority formally establishing its operations in Tobago with the opening of a Regional Office and Assessment Centre and a Place of Safety. The number of reports of abuse recorded in Tobago doubled in comparison to the last Fiscal. This increase is an indication that the Authority's services are indeed required in the sister isle. Further, the reports of abuse also indicate that the people of Tobago are answering the call to make child protection their business. The Authority also expanded its operations in Trinidad, with the establishment of a South Regional Office and Assessment Centre in Ste. Madeleine.

The expansion of the Authority's operations is among several decisions taken over the period, which were guided by the new strategic framework that is rooted in research, monitoring and evaluation.

This thrust will guide the organisation's functions, processes, policies and protocols to meet the needs of children and their families.

HANIF E. A. BENJAMIN

LMSW, BSc., C.C.T., C.F.T.

MESSAGE FROM THE CHAIRMAN



The period under review marked four years of operations for the Children's Authority. While this fledgling agency still has a long way to go in the fight against child abuse, Fiscal 2019 was indeed a year of growth!

In Fiscal 2018, the Board of Management would have identified several targets to be accomplished in Fiscal 2019.

These targets and accomplishments for Fiscal 2019 include:

- **Opening of a Regional Office and Assessment Centre in Ste. Madeleine - Completed**
- **Opening of a Regional Office and Assessment Centre in Tobago - Completed**
- **Opening a Child Support Centre in Tobago - Completed**
- **A comprehensive review and change of the Authority's operating system - Completed**
- **Continued recruitment of staff for all areas - approximately 100 employees hired**
- **Roll-out of recommendations from the Human Resource Audit - Underway**

Further to the targets set out by the Board of Management, targets were also outlined under the organisation's Strategic Plan 2018-2020. In my 2018 message, the Strategic Plan was underscored as a major accomplishment given that it was set to guide the agency's operational efficiencies, aimed at implementing a multi-dimensional system, whilst promoting the care and protection of children through the strategic goals of advocacy, prevention, intervention, child justice and collaboration.

At the end of Fiscal 2019, I am happy to report that many of the targets guided by the Strategic Plan 2018-2020 were achieved and continued focus will be placed on engaging our partners in the child protection sector. In fact, the work of child protection beckons a communal and societal approach. It also requires solutions that are strategic and innovative. It is in this vein that I commissioned a Stakeholder Committee with the goal of initiating synergistic collaboration between the Authority and key stakeholders.

As Chairman of the Board of Management, I am heartened by the strides made by this four-year-old agency, particularly our presence in the sister isle of Tobago. While the Authority is bounded by its legislative mandate, ensuring operational efficiency and increasing accessibility to our services were major objectives for Fiscal 2019. To this end, expansion of our services to meet the demand was of utmost priority.

The push for the Authority's presence in Tobago began in 2017, however, this vision came to fruition in Fiscal 2019. I am delighted to state that operations are underway, managed by a committed and qualified team. Further, a greater thrust will be commenced to cement our presence in Tobago by seeking increased collaborations with key stakeholders, increased public education programmes aimed at sensitising the public on child protection concerns, and an increased staff base to ensure that the needs of children and their families in our sister isle are met.

The Authority's presence in Tobago would not have been possible without the support of the Honourable Ayanna Webster-Roy, Minister in the Office of the Prime Minister (Gender and Child Affairs) and Councillor Dr. Agatha Carrington, Secretary of the Division of Health, Wellness and Family Development, Tobago House of Assembly, and for this I am truly appreciative. This effort underscores the fact that while the Children's Authority is at the forefront of child protection, we cannot go it alone and all of society is required to achieve this. As such constant engagement of our stakeholders remains a critical and important part of this Board.

The current caseload confronting the Authority denotes that there is a great demand for our services. I am also cognisant that an efficient service delivery is imperative for the interventions required for children in need of care and protection. In this regard, several efforts, including increased recruitment, training and development, and digitization of processes were undertaken to improve operational efficiency. Strategic partnerships with several educational institutions including the Hugh Wooding Law School, the University of the West Indies, University of the Sothern Caribbean, the College of Science, Technology and Applied Arts of Trinidad and Tobago and the Ministry of Labour and Small Enterprise Development's On-the-Job Training Programme, were undertaken with the intent to provide hands-on training and exposure to the operations of the Children's Authority.

Given the Authority's specialised services, it is hoped that from our engagement with these institutions, returning scholars and Associate Professionals, a pool of specialised experts will be generated, from which the Authority can rely for future recruitment.

Further, a Board of Governance Committee was established to review the organisation's operations with the intent to determine what has and has not been working, as it relates to our processes and to identify the areas for improvement. While this review is underway, several modifications have already been undertaken to our Information and Case Management Systems with the aim to improve service delivery to children who come to our attention.

While the country's financial climate is yet to signal significant turnaround in the economy, this stark reality calls for agencies reliant on government-funding to adopt proactive strategies to obtain funding for projects and additional services that budgetary allocations can't cover. In this regard, early in Fiscal 2020, an External Funding Committee will be established to seek out funding and partnership opportunities aimed at financing community outreaches and research projects. These projects are directed at analysing causal factors in child protection, with a view to provide solutions to some of the trends observed in our data.

For Fiscal 2020, the Authority will be implementing its Permanency Plan aimed at placing children in need of care into long-term arrangements with families that can offer lifetime relationships and a sense of belonging. Family reunification has always been the Authority's guiding principle; therefore, this plan will target children residing at Children's Homes and provide those without parents a loving family and stability.

The work of child protection is no easy task. In its simplest form, it addresses every child's right to be protected and not to be subjected to harm, while ensuring that every child receives the support required to develop and thrive.

As I move into the third year of my tenure as Chairman of the Board of Management, I am committed to the work of the Authority and to the work that is yet to be done in child protection. While great strides have been made by the agencies mandated with this task, there is still an inordinate amount of work to be done for children living with mental illness and other special needs. There continues to be a dire need for placement options for children in need of supervision, children with different forms of disabilities and other special needs, and facilities for children in conflict with the law.

The lack of attention to these challenges facing our children can lead to long-term consequences that can undermine national development, and be in direct contravention of our children's rights.

As we close Fiscal 2019, my sincere gratitude to the Deputy Chairman and members of the Board of Management, the Executive team and staff, for their unwavering support and commitment to the vision and mission of the Authority.

I also want to recognise the contribution of Safiya Noel, whose tenure as Director ended in this Fiscal. I wish to thank her for the amazing support she provided.

As we move into Fiscal 2020, the Government, our stakeholders, the general public and all children, can be assured that the Authority is committed to the task of child protection. In return, I ask that as a society, we all champion the fight against child abuse because child protection is everyone's business!

May God bless us all!



HANIF E. A. BENJAMIN, LMSW, BSC., C.C.T., C.F.T.

Chairman

GAIL SOOKNARINE

MESSAGE FROM THE DIRECTOR (Ag.)



The Children's Authority of Trinidad and Tobago continues to make great strides in its effort to provide care and protection for the country's children. During Fiscal 2019 the organisation embarked on strategic expansion, increased partnerships and improved operational processes to improve its response to children and their families.

While the Authority and its partners are committed to the task at hand, the protection of our nation's children requires a movement championed by all in society. Our roles can only be deemed effective when those responsible, including parents, guardians and caregivers, answer the call to be among the foremost defenders of our children's rights. These objectives are challenged when the very persons who should be the protectors of their children, are in fact the abusers.

It is said that the most important actors in any child's life should be his or her parents and family. However, our data highlights that the family is frequently a source of violence, abuse and even exploitation. The apparent breakdown in the family structure has led to an increase in reports of children lacking care and guardianship, children involved in criminal activities and children in need of supervision outside of parental supervision. These issues suggest that greater emphasis is required to ensure that parents don't abdicate their responsibilities and stay the course, despite the challenges that may arise.

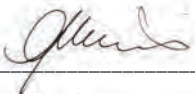
Research has shown that failure to protect children undermines national development thereby leading to increased vulnerability and negative effects that continue beyond childhood into the individual's adult life. In fact, there is no issue concerning national development that is unconnected, in some way, to child protection.

The Authority continues to be challenged with finding suitable placement options for children especially those with mental health issues, disabilities and challenging behaviours. The Authority was also challenged with an increased number of cases due to the Venezuelan Migrant situation and increased cases through the Counter Trafficking Unit.

While these issues also plague our national community, I am heartened by the Government's commitment to the care and protection of the nation's children. Amendment to critical legislation including the Sexual Offences Act and the drafting of policies such as the National Child Policy, are some of the measures implemented to safeguard children. Early in Fiscal 2020, legislation regulating day-care centres and nurseries will be proclaimed. In preparation for the Act, the Authority will be meeting with owners of these establishments to sensitise them on the required operational guidelines. The licensing of day-cares and nurseries will seek to provide a level of comfort to parents and guardians, that these institutions have met the requirements necessary to ensure their child's care and protection.

We have made great progress to ensure that we are delivering on our mandate, that our services are within reach of the general public and that we are equipped with the manpower to get the job done.

Child protection is no easy task; it requires commitment, dedication and even a sense of selflessness to get the job done. To the staff of the Authority, your dedication to the care and protection of our nation's children, in spite of the challenges, is indeed commendable and I salute every one of you!



GAIL SOOKNARINE

Director (Ag.)

INTRODUCTION

INTRODUCTION

Fiscal 2019 saw the Children's Authority embarking on a new chapter that is anchored in its Strategic Plan 2018-2020, to ensure that the agency is delivering on its legislative mandate. The over-arching aim is to create a robust, holistic, and well-coordinated national child protection system.

Therefore, the Authority's operations are guided by the core values of being collaborative, evidence-based, resolute, child and family centred, innovative and integrity-driven. These values take into consideration the Authority's mandate, while leading the way for the agency to maintain and strengthen its role as an efficient child protection agency.

The 2018-2020 Strategic Plan also encompasses six strategic goals with fixed targets that guide the operations of the Authority. Included in the Report, are the targets achieved by each Unit for the reporting period and how their work contributes to the Authority fulfilling its legislative mandate to provide care and protection to the nation's children.

From the Report, sexual abuse, neglect and physical abuse continue to be the highest categories of reports received to our Hotlines. Our data also highlights that children lacking care and guardianship and children in conflict with the law are two categories that are becoming worrying trends. While the Authority is committed to protecting children, failure to directly address these concerns now, can lead to further implications that can impact our society for generations to come.

The protection and adequate care of children can only be provided in a society that promotes and protects the rights of all children - the right to be protected from violence, the right to healthcare, the right to education and leisure, the right to be protected from exploitation, the right to physical and psychological recovery and social reintegration and the right to a family. The Authority, therefore, will continue to make further efforts to deliver on its legislative mandate.

GOVERNANCE STRUCTURE

The Board of Management

The Children's Authority Act, Chapter 46:10 states that the Authority "shall be managed by a Board of Management (also referred to as the Board) which is in charge of the administration of the Act".

The Board shall consist of no more than eleven persons and no less than seven persons who shall be appointed by the President of the Republic of Trinidad and Tobago (hereafter referred to as "the President") and have the following professional qualifications and skills:

- a) Child Psychology; or
- b) Child Psychiatry;
- c) Social Work;
- d) Paediatrics;
- e) Education;
- f) Accounting; and
- g) Family Law

The persons selected shall include:

- (a) A person under the age of twenty-five years representing the youth appointed by the President;
- (b) A person nominated by the Tobago House of Assembly with experience in children's issues, and appointed by the President;
- (c) The Director of the Authority appointed under section 10 who shall be an ex officio member of the Board; and
- (d) A representative of a Non-Governmental Organisation which promotes the welfare and protection of children.

At the beginning of Fiscal 2019, the Board comprised the following members:

- Mr. Hanif E. A. Benjamin, LMSW, BSc., C.C.T., C.F.T., Chairman, Social Work
- Mrs. Hazel Thompson-Ahye, Deputy Chairman, Family Law
- Dr. Christine Descartes, Member, Psychology
- Dr. Natalie Dick, Member, Paediatrics
- Ms. Marsha Bailey, Member, Social Work
- Mrs. Gail Joseph-Alleyne, Member, Education
- Mr. Mitra Attai, Member, Accounting
- Dr. Gillian Wheeler, Member, THA Representative
- Ms. Dawn George, Member, NGO Representative
- Ms. Shurdelle Jennings, Member, Youth Representative

However, by the end of the period, three Board Members had resigned. They were Mrs. Hazel Thompson-Ahye, Ms. Marsha Bailey and Mrs. Gail Joseph-Alleyne.

The following Board Members replaced those who resigned:

- Ms. Ruth van Lare – Family Law
- Ms. Laura Davis – Social Work
- Dr. Freddy James - Education

Board Committees

Over Fiscal 2019, the Board of Management held 93 meetings. In addition to the monthly meetings, the Board managed the affairs of the Authority via ten Committees.

The Adoption Committee is responsible for the Adoption of a child. The Committee was created in accordance with the provisions of section 7A (1) of the Children's Authority Act, Chapter 46:10, which provides that when a decision with respect to the adoption of a child arises, a committee of the Board to be known as the Adoption Committee shall sit to take such decision, which must then be ratified by the Board of Management. The Act also prescribes which Board Members shall serve on this Committee, joined by the Head of the Adoption Unit. During the period under review, the Committee held 11 meetings and recommended the filing of applications for 11 Adoption Orders.

The Audit Committee provides oversight of the Authority's governance, risk management and internal control practices by reporting to and advising the Board of Management on the Authority's operations in relation to compliance with laws and regulations, adherence to and adequacy of policies and procedures and overall operational effectiveness and efficiency. The Committee also appraises the efforts of the internal audit activity, the external auditors and any other assurance providers. During the period, the Audit Committee held four meetings.

The Board Governance Committee is responsible inter alia, for the review of all Terms of References of Board Committees; overseeing the evaluation of the annual performance review of the Board, the Chairman, Board Members, Committee Chairs, and Committees; the review of ethical and conflict of interest issues and making recommendations to the Board to address such issues. During the period under review, the Committee held two meetings.

The Care Committee is responsible for the approval of Treatment Plans which identify the optimal placement of the child and the rehabilitative interventions to accompany such placement. In addition, matters relating to the licensing and monitoring of Children's Homes and the monitoring of Rehabilitative Centres are considered. During the period under review, the Committee held 10 meetings.

The Facilities Committee is responsible for overseeing the acquisition and maintenance of physical accommodations for the Authority and for ensuring that the Authority is in compliance with the required standards set out in the Occupational Safety and Health (OSH) Act 2004 (as amended). During the period under review, the Committee held 12 meetings.

The Finance Committee is responsible for monitoring the financial status of the organisation through the reports submitted to the Board and other financial information provided to governmental bodies or the wider public. The Committee also has oversight of the Authority's system of internal controls regarding finance, accounting, legal compliance and ethics that Management and the Board have established. The Committee also closely examines the Authority's auditing, accounting and financial reporting processes. During the period under review, the Committee held nine meetings.

The Foster Care Committee is responsible for the approval of persons to the Register of foster parents, based on recommendations of the Foster Care Unit in instances where an applicant is successfully screened to become a foster carer. During the period under review, the Committee held nine meetings.

The Human Resources Committee is responsible for ensuring that there is an effective human resources strategy in line with industry and market trends, which will enhance employee and Board effectiveness. During the period under review, the Committee held 12 meetings.

The Stakeholder Engagement Committee is responsible for ensuring that the Children's Authority has an effective and Board-approved Stakeholder Engagement Strategy which makes sure appropriate processes are in place for the engagement and re-engagement of stakeholders. It also determines initiatives that will enhance stakeholder relationships and engagement. During the period under review, the Committee held 11 meetings.

The Tenders Committee is responsible for the implementation of policies on tendering, procurement and contracting. It ensures that accountability and transparency are maintained in all matters pertaining to the tendering and procurement of goods and services; that the selection of all contractors and service providers is made on a sound, transparent, fair and cost-effective basis. During the period under review, the Committee held one meeting.

BOARD OF MANAGEMENT



Chairman
Hanif E. A. Benjamin



Deputy Chairman
Dr. Gillian Wheeler



Board Member
Dr. Christine Descartes



Board Member
Mitra Attai



Board Member
Dawn George



Board Member
Shurdelle Jennings



Board Member
Dr. Natalie Dick



Board Member
Laura Davis



Board Member
Ruth van Lare



Board Member
Dr. Freddy James

EXECUTIVE MANAGEMENT



Gail Sooknarine
Director (Ag.)



Rhonda Gregoire-Roopchan
Deputy Director,
Care Services



Michele Celestine
Deputy Director,
Legal & Regulatory Services

STRATEGIC GOALS 2018-2020

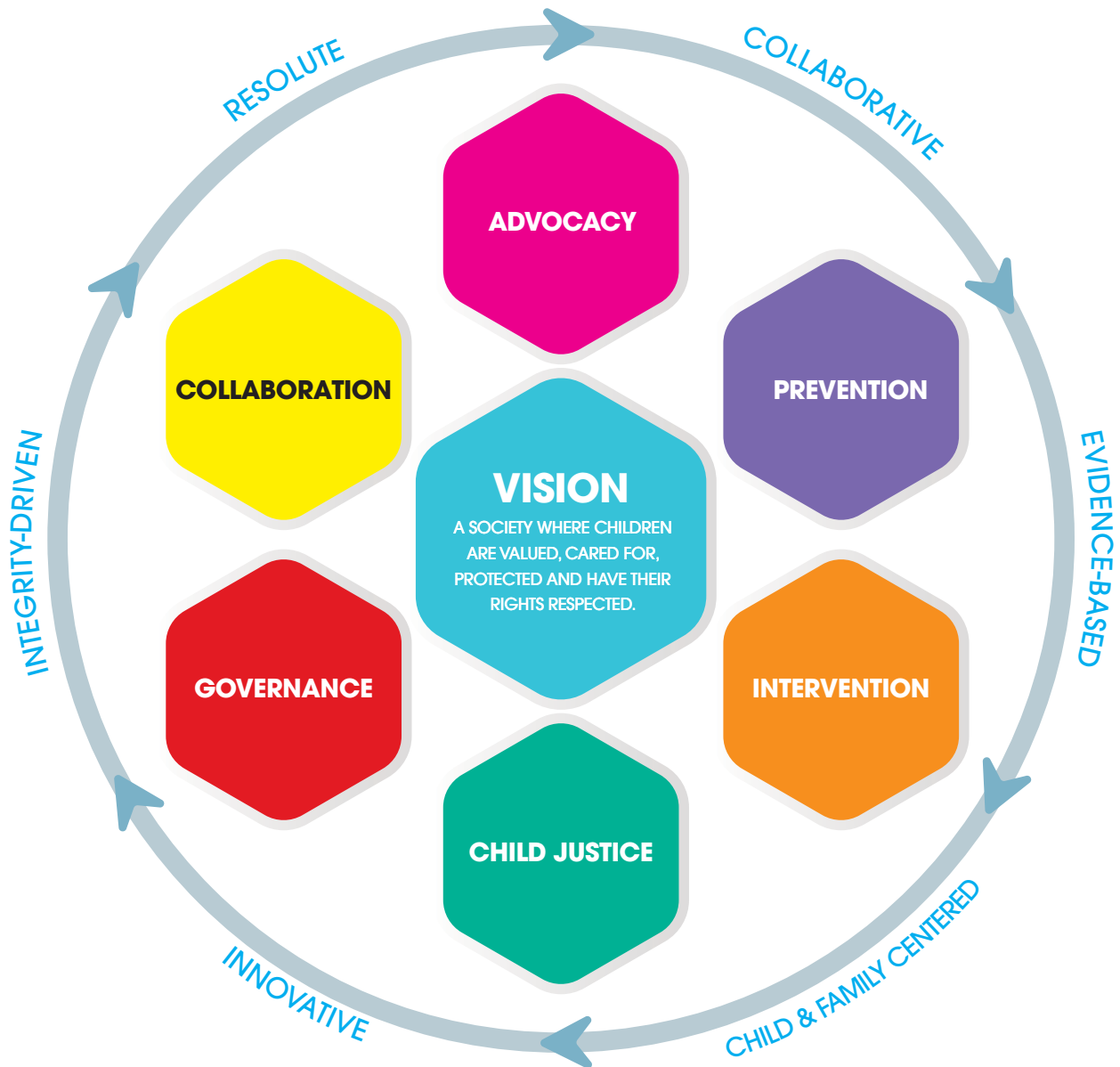


FIGURE 1: STRATEGIC GOALS 2018-2020

STRATEGIC GOALS CONT'D

The Authority's 2018-2020 Strategic Plan was developed to guide and strengthen the organisation's operational processes, policies and projects. This strategic framework is focused on encouraging and sustaining a multidimensional, multifaceted approach to child protection in Trinidad and Tobago. The over-arching aim is the creation of a robust, holistic, well-coordinated national child protection system.

With this in mind, the Authority in charting the way forward is utilising a systems approach which recognises the interconnectedness of child protection issues and its complex causes and consequences. The systems approach emphasises the importance of placing specific child protection issues within a broader national perspective in a measure to contribute to long-term change. This framework seeks to contribute to a comprehensive, sustainable social impact and change within the child protection system.

The following highlights the targets achieved during Fiscal 2019 in meeting the six strategic goals of advocacy, prevention, intervention, child justice, governance and collaboration.

STRATEGIC GOALS, OBJECTIVES & KPI's

KEY PERFORMANCE INDICATORS

OBJECTIVES

KEY ACTIVITIES

FISCAL 2019

FISCAL 2019 ACHIEVEMENTS

GOAL: ADVOCACY

To foster a culture that promotes children's rights and positively influences societal values related to children

OBJECTIVE 1:
Increase by 20% public awareness on the rights of the child, the role and mandate of the Authority by 2020

Increase social media presence:
- Instagram
- Facebook
- YouTube
- Twitter
- Website

Increase social media engagements, likes and following on Facebook and Instagram by 200% of the baseline indicator

The Authority's Facebook page increased to 10,832 likes and 11,071 followers. Overall engagement 190,000

Conduct sensitisation on the rights of the child and role of the Authority with public audiences through print and electronic media

120 sensitisation sessions conducted with stakeholders (schools, NGOs, communities, etc.)

173 sensitisation sessions were conducted with stakeholders

Utilisation of Members of the Board of Management for outreach activities (sensitisation sessions, media interviews, public education engagements)

11 outreach activities conducted by Board Members

13 outreach activities conducted by Board Members

OBJECTIVE 2:
Advocate for alignment of national legislation with international standards and norms by 2020

Conduct a systemic review of the national legislative framework and align to international standards

Systemic review 80% completed

In progress

GOAL: PREVENTION

To develop systems to reduce the incidence of child abuse and maltreatment

OBJECTIVE 1:
Develop targeted prevention strategies by 2020

To conduct baseline studies to understand the public's perception of child abuse and maltreatment by 2019

Final report with key recommendations completed and published

Fieldwork for national baseline completed, Consultant engaged to analyse findings and develop final report with recommendations for publication by end of Q1 FY20

Establishment of mobile caravan to conduct outreach activities in communities by 2019

Acquisition of requisite resources for mobile caravan (resources to be donated rather than procured through the Authority's budget)

Only two members were identified for this task however, there has been a significant increase in sensitisations particularly to schools, Parent/Teacher Associations and Faith-Based Organisations

OBJECTIVE 2:
License all existing Children's Homes (as at May 2015) by 2020

Advocate for assistance from external stakeholders for Children's Homes to meet licensing requirements

MOUs signed with Ministry of Health and Fire Service regarding temporary / fast-tracking of certifications for Children's Homes

As of January 2019, Payment per Child (PPC) Grant has been revised resulting in a maximum increase of \$1,500 in some age categories

Engage OPM (GCA) and advocate for the reintroduction of the One-Off Grant for Children's Homes
Re-engage OPM (GCA) to revise the Payment per Child (PPC) Grant

Psychiatric assessments for Managers currently being done

100% implementation of OPM (GCA) approved revisions of PPC Grant by end of 4th Quarter

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
	License Children's Homes through a tiered approach	50% of Tier Two Children's Homes licensed 20% of Tier Three Children's Homes graduate to Tier Two	Tier One Homes – 43% licensed (6/14) Tier Two Homes – 27% licensed (4/15) Tier Three Homes – none licensed
	Advocate for the proclamation of Sections 3(1), 3(2) and 17 of the CCRFCN Act by 2020	Sensitise Children's Homes on the stipulations of Sections 3(1), 3(2) and 17 of the CCRFCN Act	Two sensitisation sessions were held with Managers during the Fiscal
OBJECTIVE 3: Establish efficient systems to monitor alternative placement facilities with the aim of assessing the quality of care provided to children	Monitor designated Rehab Centres to determine compliance with established and approved regulations and advise the Minister of National Security	Conduct ongoing monitoring of designated Rehab Centres with a minimum of one visit per month per Rehab Centre	Monitoring visits conducted: YTRC male: 11 YTRC female: 7
	Monitor Children's Homes to ensure compliance with established regulations	Conduct ongoing monitoring of Children's Homes with a minimum of 12 visits per Home (at least one visit per month)	Average number of monitoring visits conducted: Tier One Homes – 7 Tier Two Homes – 9 Tier Three Homes - 8
	Monitor foster providers and children in their care to ensure compliance with established regulations	Conduct ongoing monitoring of Foster Care children and providers with a minimum of two contact sessions with each foster child per month (one of which must be a home or school visit) and a minimum of one home visit per quarter	At least 1 form of contact a month (including 174 home visits, 136 school visits, telephone monitoring, therapeutic intervention or 347 supervised access sessions) and at least one home visit per quarter
OBJECTIVE 4: Develop the regulations for nurseries by 2020	Conduct a gap analysis of nurseries in Trinidad and Tobago	Gap analysis 100% completed 2nd Qtr. Analysis of findings of gap analysis Develop draft benchmarks for nurseries 4th Quarter	Gap analysis proposed, awaiting approval. Collation of information regarding contact with existing nurseries started September 2019 Benchmarks for nurseries under development
	Develop licensing process for nurseries	Finalise the monitoring tool and licensing process for nurseries	In progress
	Development of Unit for the Licensing and Monitoring of nurseries	Identify staff complement of Unit for the Licensing and Monitoring of nurseries 100% recruitment for Unit for the Licensing and Monitoring of nurseries Review and revise Team complement and scope	Staff complement and team scope identified, awaiting approval and implementation
	Finalisation of nursery regulations	Review and finalisation of nursery regulations	Nursery regulations under review

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
GOAL: INTERVENTION			
To ensure timely intervention for the care and protection of all children brought to the attention of the Authority through effective systems and services			
OBJECTIVE 1: Increase on a yearly basis, the number of children placed in family-based care environments	Increase in the number of successful placements of children in care with permanent family-based environments:		
	- Foster Care Placement	15% of Foster Care clients successfully transitioned into permanent family-based environments	4 Foster Care clients reintegrated (approx. 8% of current population)
	- Child Support Centre (CSC)	40% of CSC population transitioned into family-based environments Child transitioned into family-based environment within 6 months of being placed at CSC	CSC 1 - 71% (17/24) transitioned out of CSC CSC 2 - 41% (9/22) transitioned out of facility CSC 1 - 29% (7/24) > 12 weeks CSC 2 - 59% (13/22) > 12 weeks
	- Child and Family Services	30 successful reintegration of children in care into family-based environments	36 children reintegrated for the period
	- Tobago	(by end of FY19 establish a baseline of number of cases)	3/10 children reintegrated for period
	Increase in the number of children successfully adopted	18 Adoption Orders granted	11 children approved for adoption 11 Adoption Orders granted
	Increase the number of Foster Care providers on the Register of Approved Foster Care providers:		
	- Trinidad	40 approved Foster Care providers	16 newly approved Foster Care providers
	- Tobago	5 approved Foster Care providers	Actual to date: 0 approved Foster Care providers, 4 applications received, 3 assessments initiated
	OBJECTIVE 2: Increase of intervention rate in medium and low risk cases by 2020	Development of a Team to address medium and low risk cases	Identify staff complement of Team to address medium and low risk cases
	Establish a Graduate Internship Programme to provide interventions for medium and low risk cases	Develop a proposal which includes a strategy for reducing the backlog of low and medium risk cases that may escalate Conduct an assessment of the ISP programme and its effectiveness	In progress
	Develop a strategy to reduce the time period for case closure (CFSU)	Develop a strategy and submit for review by Executive Management and Board approval. (Strategy should include assisting in the long-term transitioning of the child) 10% increase in the rate of closure for medium and low risk cases	In progress

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
OBJECTIVE 3: Provide consistent and timely delivery of services in alignment with the Authority's legislative mandate	Provide timely and effective investigations, assessments, interventions and support to children in need of care and protection <i>Note: Dependent on the review of processes and recommendations for process re-engineering</i>		
	Investigation of cases	Close 3 cases per week per Children's Services Associate	Trinidad: closed 48% of case count (887/1829) Tobago: closed 34% of case count (48/142)
	Investigation of cases requiring emergency response intervention	Target maximum response times: - To respond to cases: 24 hours - To submit reports to legal: 24 hours pending completion of investigation - Close ongoing cases: 72 hours	In 87% of cases the ERT Unit was able to respond to cases within 24 hours Estimated 80% of reports were submitted to Legal within 24 hours 94.6% of cases closed within 72 hours, 3.6% of cases in progress
	Assessment of cases	Target maximum response times at Assessment Centres: - Mt. Hope: 10 months - Sangre Grande: 3 months - Ste. Madeleine: 6 months	Response times achieved: Mt. Hope: 10 months Sangre Grande: 3 months Ste. Madeleine: 4 months Tobago: 2 months
	Filing of requisite Legal Orders for children in need of care and protection	Targeted maximum response time for filing of Orders upon receipt of case: 7 days	Response time for filing of Orders upon receipt of completed reports: 14 days
Establishment of Team to provide case management services to children in CRs	Development and establishment of Team to case manage children in CRs	In progress	
GOAL: CHILD JUSTICE To support the nation's child justice framework by adopting a rehabilitative, restorative, and less retributive approach to child offenders			
OBJECTIVE 1: Meet the mandate of the Legislative framework and Trinidad and Tobago Multi-Agency and Inter-Agency Protocols, developed under the Trinidad and Tobago Juvenile Court Project	Establish a cadre of intermediaries to provide to Children in Conflict with the Law	Identify and approve a list of intermediaries	Internal personnel are currently being utilised based on needs Types of professionals required as intermediaries have been identified
OBJECTIVE 2: Develop an effective Child Justice Unit within the Authority	Analyse research on the treatment and rehabilitation of Children in Conflict with the Law and CHINS to develop best practice model for the establishment of a Child Justice Unit (CJU)	Review 50% completed	Review 25% completed

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
	Establish a robust Child Justice Unit	<ol style="list-style-type: none"> 1. Requisite departmental policies, procedures and protocols 100% completed 2. Develop and approve departmental training plan by Quarter 3 3. Finalise and approve departmental work plan (outlining required resources) 4. Review existing departmental policies, procedures and protocols to identify gaps and areas for improvement – 50% completed 5. Identify requisite policies required for CJU – 50% completed 	<ol style="list-style-type: none"> 1. Draft documents developed but require revising given the shifting needs of CJU and its function in Court 2. Document identifying departmental needs submitted to HR. Training plan not approved 3. Incomplete 4. Completed 5. 50% completed
Children in Need of Supervision (CHINS):			
OBJECTIVE 3: Provide consistent and timely delivery of services in alignment with the Authority's legislative mandate	Implement strategy for parents to be referred to the Authority before children are deemed as a CHINS by the Court	Develop draft process that includes Court contacting / including the Authority in the Intake Process for CHINS	Draft Process regarding Intake Process for CHINS 25% completed
	Develop sub-unit within CJU to treat specifically with CHINS	Development of requirements of Unit and identification of specialist and professional skillsets required 100% completed	35% completed
Children in Conflict with the Law:			
	Provide timely and effective investigations and assessments for Children in Conflict with the Law	Targeted maximum response times for investigations and assessment of Children in Conflict with the Law TBD	80% of Investigations and Assessments are completed before next date of hearing
GOAL: GOVERNANCE			
To establish and enhance policies, systems and infrastructure across all areas of the Authority			
OBJECTIVE 3: Provide consistent and timely delivery of services in alignment with the Authority's legislative mandate	Develop and implement a performance measurement and management system	Receive approvals at all levels for the implementation of a comprehensive performance management system developed based on results of HR audit	First Audit was completed by Odyssey and the 2nd Audit was completed in Quarter 3 by Ministry of Finance, Auditor General's Office. Implementation of comprehensive performance management system will be completed by the end of Quarter 4
	Develop a methodology for culture and change management in the organisation		Culture Champions were formed and are currently being recruited. Proposal to be submitted for Quarter 4
	Develop and implement a training and development plan	Identify gaps in skillsets and develop a training and development plan to address same end of Quarter 3 50% implementation of targeted training and development plan by Quarter 4	In the process of identifying gaps and skillsets Less than 50% was implemented due to financial constraints

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
	<p>Conduct surveys to determine staff satisfaction and engagement</p> <p>Develop and implement a succession management plan (A succession management plan can only be developed with permanent employees, therefore a retention strategy is needed before a succession plan can be developed)</p> <p>Establish focused initiative/drive on wellness</p>	<p>Identify areas of focus based of results of pilot and finalise survey instrument</p> <p>Conduct Employee Engagement Survey by end of FY</p> <p>Submission of proposal to OPM (GCA) for Cabinet consideration to transform the Authority's complement to a permanent staffing structure, inclusive of a compensation package for permanent employees</p> <p>Two major activities to promote wellness</p> <p>Quarterly activity to promote staff camaraderie (Mini sporting event - example cricket match, games afternoon etc.)</p> <p>Organisational Culture Plan 100% developed</p>	<p>Employee Engagement Survey to be completed by end of Quarter 4</p> <p>In Quarter 2, an employee survey and a focus group were conducted by Odyssey. 100% completed</p> <p>Sports and Family Days held in Quarter 3</p> <p>Organisational Culture Plan in progress</p>
<p>OBJECTIVE 2: Establish, outfit and operationalise facilities to adequately meet the Authority's needs by 2020</p>	<p>Establish New Head Office location which can meet the Authority's growing needs</p> <p><u>Key Deliverables:</u> - Relocation - Annual Risk and Implementation Plan (for all locations) - Security Plan</p>	<p>1. Property for new location identified and recommendation for new space provided by end of FY 2. Annual risk assessment conducted for all facilities by end FY 3. Scope of Works developed, RFP issued and provider selected for Security Management Plan 4. Identify space and provide recommendations for the establishment of an Assessment Service Delivery Centre in North/West</p>	<p>1. Indicator 100% achieved - Two suitable locations identified (Kazim Tower & International Financial Centre, Tower D); Cost Benefit Analysis completed for each location and recommendation made. 2. Indicator 70% achieved. Risk Assessment Standard Operating Procedures revised and completed; Preliminary risk assessment completed August 2019. 3. Indicator 25% achieved. Execution of Security Risk Assessment and Gap Analysis for all facilities. 4. Indicator 100% achieved. Two suitable locations identified in Port-of-Spain and Aranguez. Feasibility analysis completed and recommendation made.</p>
	<p>Establish Assessment Centres across Trinidad and Tobago in key areas of need: - Sangre Grande - Chaguanas - Ste. Madeleine - Tobago</p>	<p>Tobago Assessment Centre operational by end of Quarter 4</p> <p>Ste. Madeleine Assessment Centre operational by end of Quarter 4</p> <p>Chaguanas Assessment Centre operational by end of Quarter 4</p>	<p>Tobago Assessment Centre operational (75%). Construction works 100% completed April 2019.</p> <p>Ste. Madeleine Assessment Centre operational (75%). Facility outfitting and operationalisation completed November 2018.</p> <p>Chaguanas Assessment Centre operational (75%). Facility outfitting and operationalisation completed September 2019</p>

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
	Establish Places of Safety in Trinidad and Tobago in identified areas of need: - Tobago - East Trinidad - South	At least 2 monitoring visits conducted (one in each quarter) for each established Place of Safety (L&M function) Education policy implemented at all Places of Safety locations throughout Trinidad and Tobago	One visit conducted
OBJECTIVE 3: Engage in ongoing research to promote informed policy development and decision making	Conduct research studies based on current and anticipated needs across the organisation and in the child protection sector	Review research plan to ensure alignment with organisational and sectoral needs Conduct one major research study Conduct one internal major research study	Research proposals developed. Awaiting Board decision on which research project will be initiated in FY20
	Develop and conduct a Baseline Study to determine risk indicators for perpetrators (parents) of abuse and maltreatment by 2020	Initiate Study Complete 100% of fieldwork and interviews required for Study Begin preliminary data analysis	This Study is on hold. Awaiting Board decision on which research project will be initiated in FY20
OBJECTIVE 4: Strengthen and establish technology to enhance efficiencies across all facets of the organisation's work by 2020	Conduct IT Audit and implement recommendations	SOW completed, external provider identified and engaged to conduct IT Audit	In progress
	Completion of network infrastructure project	70% implementation of robust and stable converged network infrastructure by end of 4th Quarter	Project completed
	Implement a new case management system for the organisation	Develop RFP for a new case management system based on completed needs analysis of CPIMS. Procure and select vendor for new case management system	Business Analysis completed. Vendor searching commenced. 8 Demonstrations completed 5 Vendors shortlisted
	Conduct records management needs assessment for the organisation	Job description developed and approved for Records Manager Recruitment of Records Manager completed	Strategy changed. Records Management to be moved to IT. Team Lead to be recruited.
OBJECTIVE 5: Engage in business process re-engineering across the organisation by 2020	Transition to a more effective case management system	New case management model identified by 3rd/4th Quarter	In progress
	Develop and implement an organisational M&E framework (by 2018)	Quarterly review of organisational and departmental M&E frameworks to ensure that targets are being met	M&E Framework is in progress and dependent on the finalisation of FY targets

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
OBJECTIVE 6: Develop strategies to ensure adequate and sustainable sources of funding for the Authority by 2019	Conduct research to identify potential sources of grant funding for the Authority	Person or team selected to focus on obtaining grant funding (Grant Coordinator) by end of FY SOW developed and Grant Coordinator recruited by end of FY	Scope of Work developed for Grant Coordinator and Project Implementation Officer and submitted for approval.
GOAL: COLLABORATION To work with stakeholders to develop an integrated and synergistic approach to child protection			
OBJECTIVE 1: Each year, establish MOUs with at least 20% of the existing list of stakeholders	Develop MOUs with key stakeholders through a tiered approach (guided by the National Child Abuse Protocol)	100% build-out of information for stakeholders in National Child Abuse Protocol 100% development of MOUs with stakeholders in National Child Abuse Protocol 100% relationship build-out for remaining Tier One stakeholders	Dependent on development of National Child Abuse Protocol Memorandum of Understanding drafted for - THA (signed) - OPM (GCA) (Ste. Madeleine) – signed - CTU – signed - NCRHA – agreed and pending sign-off - CPU - agreed and pending sign-off - SWRHA – to be agreed / pending sign-off - Min of Social Dev - to be agreed / pending sign-off - ERHA - to be agreed / pending sign-off
OBJECTIVE 2: Conduct sensitisation, training and re-training of key stakeholders	Develop individualised and tailored training programmes for key stakeholders in the child protection sector	Roll-out and implementation of training programmes for Tier One stakeholders Training programmes for Tier Two stakeholders 20% completed by end of Quarter 4 Develop schedule that addresses the specific training needs of stakeholders	On-going sensitisation of all key stakeholders. Training has not been implemented. Pending
	Develop and implement train-the-trainer modules for key stakeholders	Training manuals for train-the-trainer stakeholder modules 100% developed, individualised and finalised by end of 4th Quarter Initiate and roll-out train-the-trainer sessions with 10% of identified stakeholders	Training manuals were not achieved. However, stakeholders were re-engaged to develop MOUs Not yet achieved
	Develop and implement train-the-trainer modules for key stakeholders	Training manuals for train-the-trainer stakeholder modules 100% developed, individualised and finalised by end of 4th Quarter Initiate and roll-out train-the-trainer sessions with 10% of identified stakeholders	Training manuals were not achieved. However, stakeholders were re-engaged to develop MOUs Not yet achieved

STRATEGIC GOALS, OBJECTIVES & KPI's CONT'D

OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS	
		FISCAL 2019	FISCAL 2019 ACHIEVEMENTS
	<p>Establishment of an Outreach & Preventative Team by end of 2019</p> <p><i>Note: Dedicated staff for mobile caravan and outreach programmes</i></p>	<p>100% development of processes and policies to guide the scope of the Outreach & Preventative Team</p> <p>Identify staff complement of Outreach & Preventative Team</p> <p>100% recruitment for Outreach & Preventative Team</p> <p>Review and revise Team complement and scope</p>	Not yet achieved
<p>OBJECTIVE 3: Establish a National Child Abuse Protocol by 2020</p>	<p>Finalise National Child Abuse Protocol with key stakeholders</p> <p><i>Note: finalisation of National Child Abuse Protocol dependent on MOUs with stakeholders</i></p>	<p>Complete revised draft of National Child Abuse Protocol inclusive of internal approvals of draft</p>	In progress. Scheduled for completion in FY20



MEETING THE
LEGISLATIVE MANDATE

MEETING THE LEGISLATIVE MANDATE

The legislative mandate of the Authority can be summarised under five overarching headings which are:

- (I) CARE AND PROTECTION
- (II) CHILD JUSTICE
- (III) COMMUNITY RESIDENCES AND FOSTER CARE
- (IV) ADOPTION
- (V) ADVOCACY

CARE AND PROTECTION

The core functions of the Authority include the provision of care, protection and rehabilitation of children in accordance with Part III of the Children's Authority Act. The Act further requires the Authority to investigate complaints or reports of mistreatment of children; and upon investigation, remove a child from his/her home, where it is shown that the child is in imminent danger.

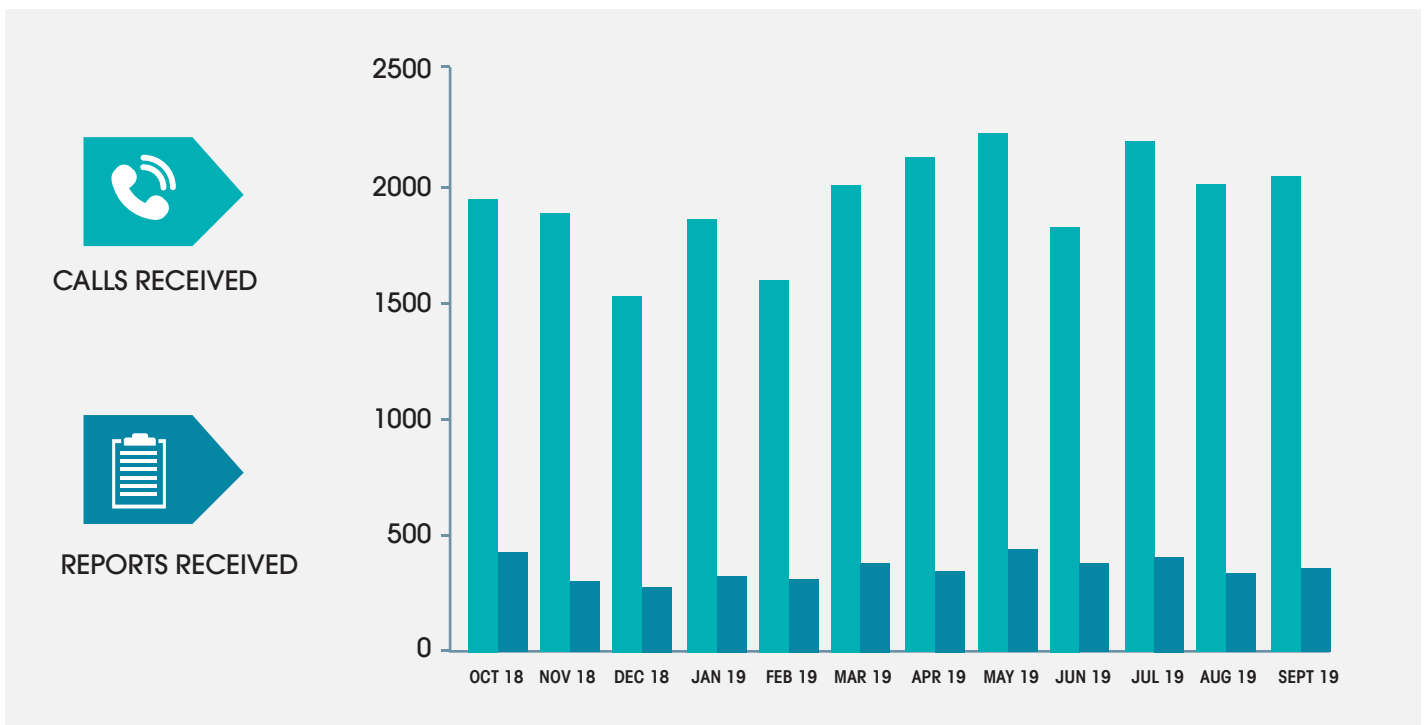
The following, highlights the key achievements of the Authority during Fiscal 2019 in meeting the legislative function of care and protection.

REGISTRY FUNCTION

The Child Protection Registry (CPR) Unit is guided by sections 5, 22 and 31 of the Children's Authority Act, Chapter 46:10, key sections of the Children Act, Chapter 46: 01 and other pieces of legislation. These provisions relate to any person being able to lodge a report with the Authority. These persons may be members of the general public or persons from aligned stakeholder agencies; including the Child Protection Unit of the Trinidad and Tobago Police Service, whereby, in accordance with Section 22(2), "any police officer having reasonable grounds for believing that a child is in need of care and protection may seek the assistance of the Authority".

Thus, the Unit is charged with the responsibility for the receipt, documentation, triage, and forwarding for investigation, reports received relative to children who are deemed to be in need of care and protection. In most cases the CPR is the first point of intervention for a child who is in need of care and protection. For Fiscal 2018/2019, the Unit maintained a Call Centre uptime of 98.6 percent of the **24-hour** hotline and received 23,288 calls with a total of 4,292 reports of abuse for the reporting period. Central to the operations of the Registry Unit is the Child Protection Information Management System (CP-IMS). This is a customised database and case management system intended to facilitate the tracking of all stages of intervention for each child entered into the system.

CALLS AND REPORTS RECEIVED FOR FISCAL 2019



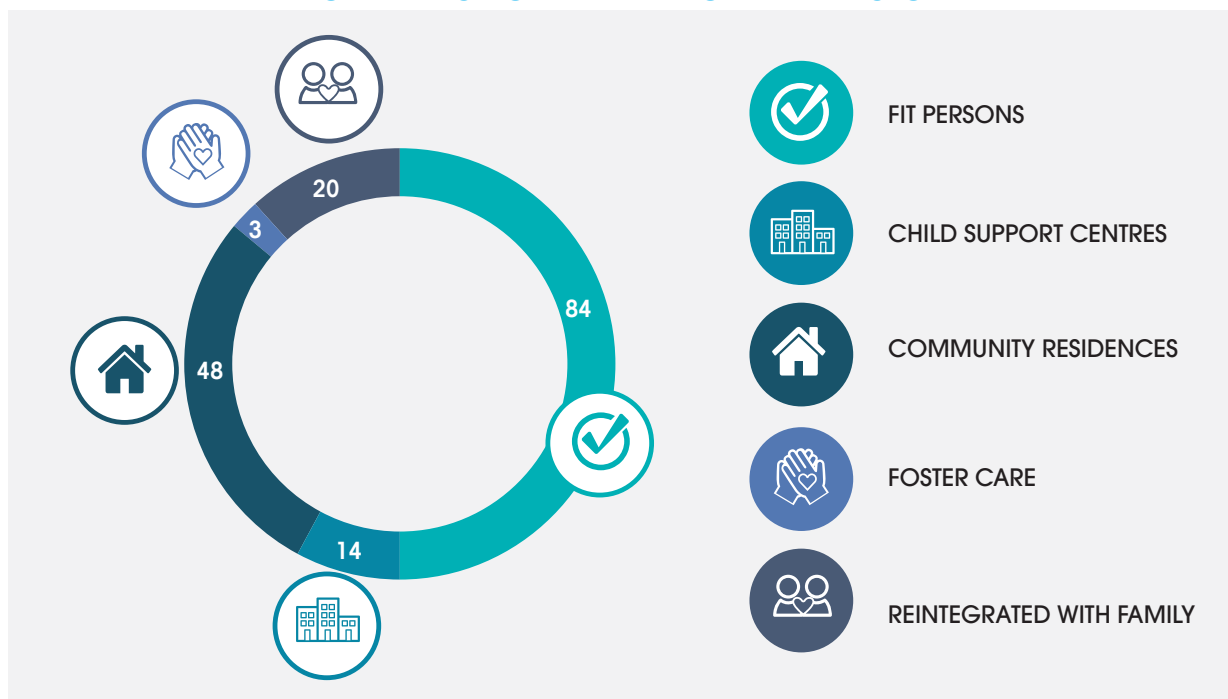
**TRAINING ON INTERNATIONAL REFUGEE LAW &
STATELESSNESS FOR LATIN AMERICA**



EMERGENCY RESPONSE FUNCTION

In accordance with Section 22 of the Children's Authority Act, Chapter 46:10, if the Authority is of the view that a child is in need of care and protection and that its intervention is necessary in the best interest of the child, it shall investigate the matter and where appropriate, receive the child into care. The Emergency Response Team (ERT) is a 24-hour team that is mandated to receive a child into care once it has been shown that the child is in imminent danger where the likelihood of physical, emotional, mental or psychological harm could result in serious injury or death. For Fiscal 2018/2019, ERT investigated 431 reports of abuse of children in imminent danger which resulted in 169 children being removed from unsafe environments and ultimately received into care. The placement of children received into care was as follows:

PLACEMENT OF CHILDREN RECEIVED INTO CARE



In considering the best interest of the child, in accordance with the Act, the Unit facilitated several placement options for children received into care, including placement of the child with relatives, Fit Persons and Foster Care. The Unit has maintained a response time of 87 percent or attended to 347 out of the 431 cases within a 24 to 36-hour period.

INVESTIGATIVE FUNCTION

If a child is in need of care and protection and intervention is necessary in the best interest of the child, the Investigations Unit shall investigate the matter and it shall be lawful where appropriate, for the Authority to receive the child into its care. The Children's Authority Act, Chapter 46:10 mandates that the Authority investigate complaints or reports of mistreatment of children. For the period under review, the Authority's Investigation Unit initiated enquiries into 1,733 reports of abuse and closed 888 investigations into reports of abuse. Consequently, the Unit received 45 children into care and their placement was as follows:

PLACEMENT OF CHILDREN RECEIVED INTO CARE



In accordance with the Children's Authority Regulations 2014, Regulation 6, the Investigation Unit can seek alternative ways to provide support and intervention, where possible to the family as opposed to receiving a child into care. In this regard, the Investigation Unit often refers a child and their family to partner agencies such as, but not limited to, the National Family Services, Rape Crisis Society, Student Support Services Division and Child Guidance Clinic for counselling and therapeutic intervention and the Ministry of Social Development and Family Services for financial support.

The Investigation Unit may also supply information to the Authority's Legal Unit for the application of Orders, to compel non-compliant families to cooperate with intervention or refer them to internal Units for follow-up and monitoring. To this end, the Unit referred a total of 375 children and their families to external agencies, referred 888 cases to internal Units for Assessments and through the support of the Legal Unit, seven applications were made to the Court for the facilitation of further intervention.

**JOINT MEDIA CONFERENCE WITH
THE CHILD PROTECTION UNIT OF THE TTPS**



**MEDIA CONFERENCE ON THE
ADOPTION AND FOSTER CARE PROCESSES**



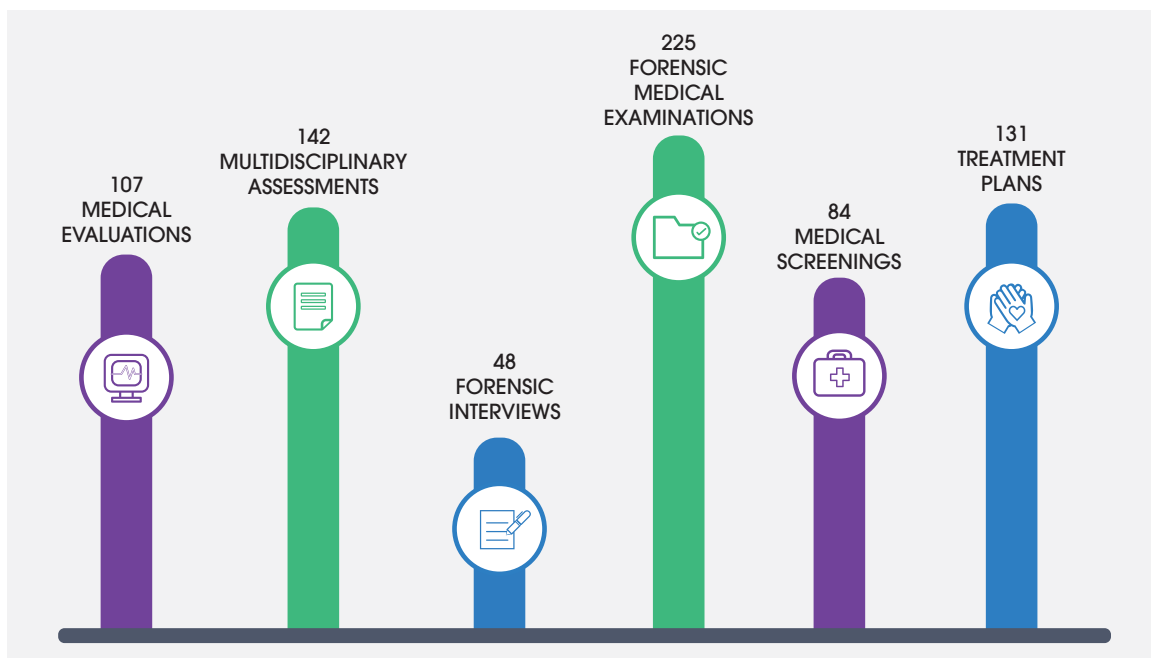
ASSESSMENT FUNCTION

The Assessment Unit is guided by the Children's Authority Act, Chapter 46:10, Section 14, which mandates the establishment of Assessment and Support Centres and Reception Centres. Functions as mandated by the Act include, conducting initial assessments and referral of children, liaising with support services and agencies for counselling, investigations and continued management of cases, and having qualified professionals carry out initial medical examinations, diagnostic assessments and formulate Treatment Plans. The Children's Authority Regulations 2014 also states that where an investigation is conducted, the Authority may assess the child in accordance with the Act.

During the period under review, the Assessment Unit initiated 142 full multidisciplinary assessments which allowed 142 children in need of care and protection to benefit from the provision of psychosocial, medical and psychological evaluations, and enabled holistic assessments of the children and their families' needs. Additionally, 84 medical screenings were done for children being received into care and 107 medical evaluations were completed for children in care. Furthermore, the Unit conducted 225 forensic medical examinations and 48 forensic interviews, which aided in the collection of Police statements and medical evidence to support the criminal investigations conducted by the Child Protection Unit (CPU) of the Trinidad and Tobago Police Service, into these cases of child abuse and maltreatment. The evidence collected during these interviews and examinations increase the chances of progressing these cases to apprehend alleged perpetrators and bring justice to child victims and their families.

The Assessment Unit is also mandated to formulate Treatment Plans, which must adhere to the best interests of the child, as outlined in the Children's Authority Act, Chapter 46:10, Section 6 (2). In this regard, 131 Treatment Plans were completed which enabled 131 children to have individualised, targeted plans which identified the most suitable placement option, rehabilitative goals and interventions for them and their families.

WORK OF THE ASSESSMENT CENTRE



CHILD AND FAMILY SERVICES FUNCTION

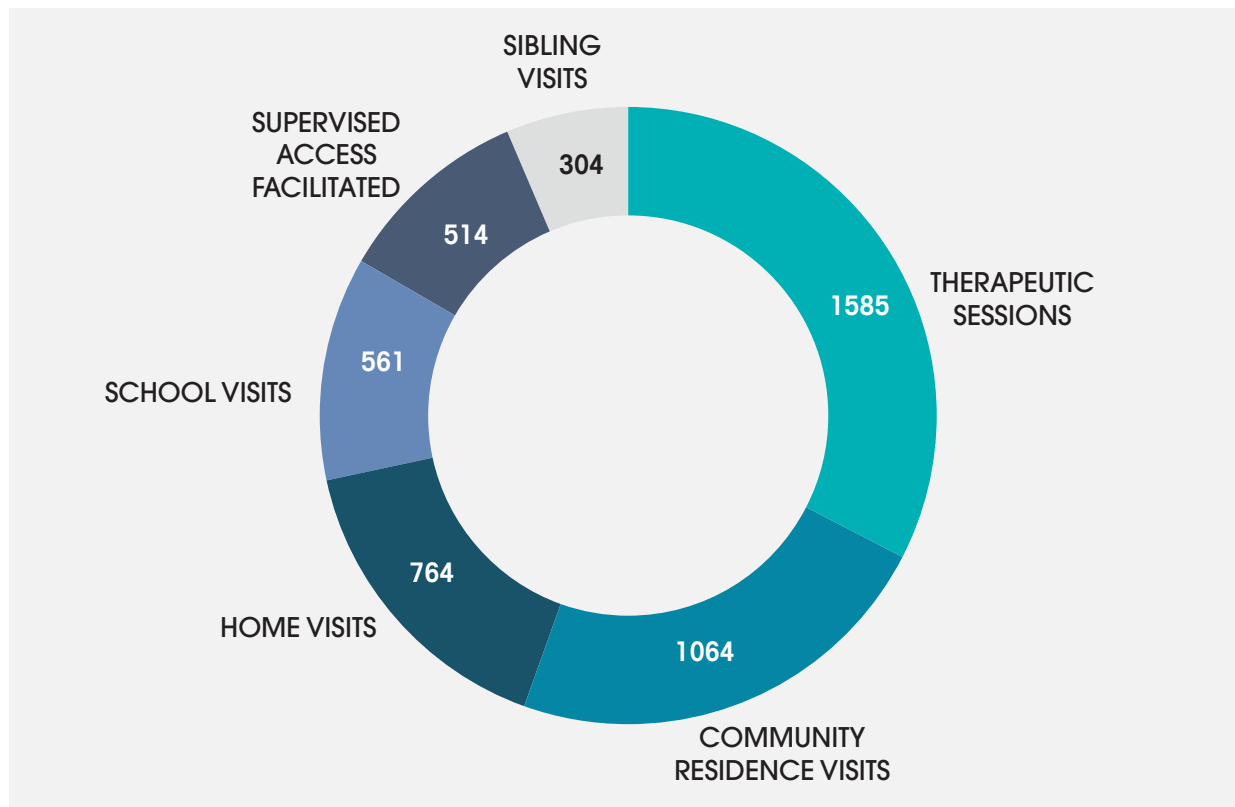
By virtue of Section 5 (2) of the Children's Authority Act Chap. 46:10, the legislation provides that in the course of exercising its powers under subsection (1), the Authority may provide services to children assessed to be in need of those services while they are living with their families. Guided by statutory obligation, the Child and Family Services Unit (CFSU) is tasked with the responsibility to provide advice, guidance and counselling; occupational, social, cultural or recreational activities; home help; and facilities for or assistance with travelling to and from home for the purpose of accessing any other service provided by the Authority or any similar service. In this regard, the Unit facilitated 1,585 therapeutic sessions, both internally and through external service providers to children and their families for Fiscal 2019. In instances where a child is in need of intervention and the service is not provided by the Authority, the Unit seeks the support of service providers through its referral system. For Fiscal 2019, there were a total of 408 referrals to external service providers. These referrals helped to connect clients to interventions which included parental training, grants, assessments, legal services, substance abuse interventions, specialised therapy and mediation.

Section 6 (2) of the Children's Authority Act, Chapter 46:10 mandates that the Authority, when determining what is in the best interest of the child, should consider several factors including the child's family dynamics and their rights. The best interest of a child as outlined in this section of the legislation is embodied in the decision-making process of the Unit. Different types of monitoring visits such as home, school and community residence visits occur regularly to obtain feedback on the child's wellbeing and development. Meetings with stakeholders such as school social workers, teachers, psychologists, doctors, medical social workers and other professionals working with the child and family are also conducted. During these visits and meetings, key persons are interviewed and their feedback noted to guide case management and further intervention, as required. More importantly, regular interviews are conducted with the child to obtain the child's views on his/her care, interventions, goals and wishes, especially with regard to future placement. For the period under review, CFSU conducted 746 home visits, 561 school visits, 1,064 visits to clients residing at Children's Homes, held 626 meetings with stakeholders and 553 In-House Interviews with clients.

Furthermore, in an effort to maintain and strengthen familial bonds, the CFSU conducted 514 supervised access visits, where approved relatives were allowed visits with the child, in a supervised setting. 304 visits with siblings, who may have been separated, were also facilitated by the Unit.

In cases where reintegration is in the best interest of the child, the Unit works with the child and the family to receive interventions such as parenting training sessions, individual therapy, family therapy, supervised access visits and sibling visits. The goal is to help the family strengthen their internal and external resources and support, help parents to improve their parenting skills, help the child and family to process past trauma and resolve family conflict and to promote the building and reinforcement of positive relationships and bonds amongst family members.

THE WORK OF THE CHILD & FAMILY SERVICES UNIT AT A GLANCE



Through these efforts, the Child and Family Services Unit reintegrated 36 children with their family of origin or a suitable relative. In instances where a parent is abdicating their financial responsibility to a child received into care, the Authority can approach the Court for an issuance of Maintenance Orders. Two such Orders were granted after being requested by the Unit. The Authority is also tasked with the responsibility to provide care and protection for children who are non-nationals. As a result, the Unit assisted in the emigration of two children for Fiscal 2018/2019.



The Authority may also assume the role as an intermediary for any child that may be in Conflict with the Law or who due to varying circumstances may have to be interviewed by the Police. In accordance with Section 51B (2) and (3) of the Children Act, Chap. 46:01, once a Police Officer is interviewing a child who is a suspect, victim, witness or otherwise, and it appears to the Officer that the child's ability to follow the interview or to communicate should be facilitated through an intermediary, the Police Officer may make an application to the Authority to appoint a competent and qualified person to act as an intermediary. In collaboration with the Counter Trafficking Unit of the Ministry of National Security, and in accordance with the Memorandum of Understanding between the Children's Authority and the Counter Trafficking Unit (CTU), the CFSU provided intermediaries for unaccompanied minors (non-nationals) in 25 instances, upon request.

**PARTNERSHIP WITH FUSION ADVENTURES
FOR CHILD ABUSE PREVENTION MONTH**



LEGAL FUNCTION

The Legal Services Unit provides in-house legal support to the Authority in the general execution of its statutory mandate and represents the Authority in all Court matters, whether initiated by the Authority or to which the Authority has been joined as an Interested Party. This legislative support, particularly at Court proceedings, is key, in order for the Authority to achieve its mandate of providing care and protection for children in accordance with the provisions within the Children's Authority Act, Chap. 46:10.

As such, during Fiscal 2019, the Legal Services Unit made appearances in Court, on behalf of minors, in respect of care matters at the Family Court, Children Court (North and South), as well as the Magistrates' Court, across the island.

In instances where a child was received into care, as outlined in the Children's Authority Act, the Legal Unit made applications before the Court and successfully obtained over 200 Court Orders which related to Wardship, Recovery, Foster Care, No Contact, Care, Fit Person, Assessment, Emergency Protection, Freeing, Adoption, Supervision and Maintenance.

With the launch of the Children Court in Trinidad in February 2018, the operations of the Legal Unit expanded into three Courts throughout Trinidad: The Children Court, St. Clair, The Children Court, Fyzabad and the Family Court, St. Clair. The Unit also expanded its operations to Tobago, with the recent roll-out of the Children Court, Tobago.

In addition to the initiation and conduct of the Authority's care proceedings, the Legal Unit also provides critical support to the Judges and Masters of the Children Court in relation to children who are in Conflict with the Law and those deemed to be in need of supervision. As such, the Unit made appearances in approximately 540 hearings involving these two categories of children.

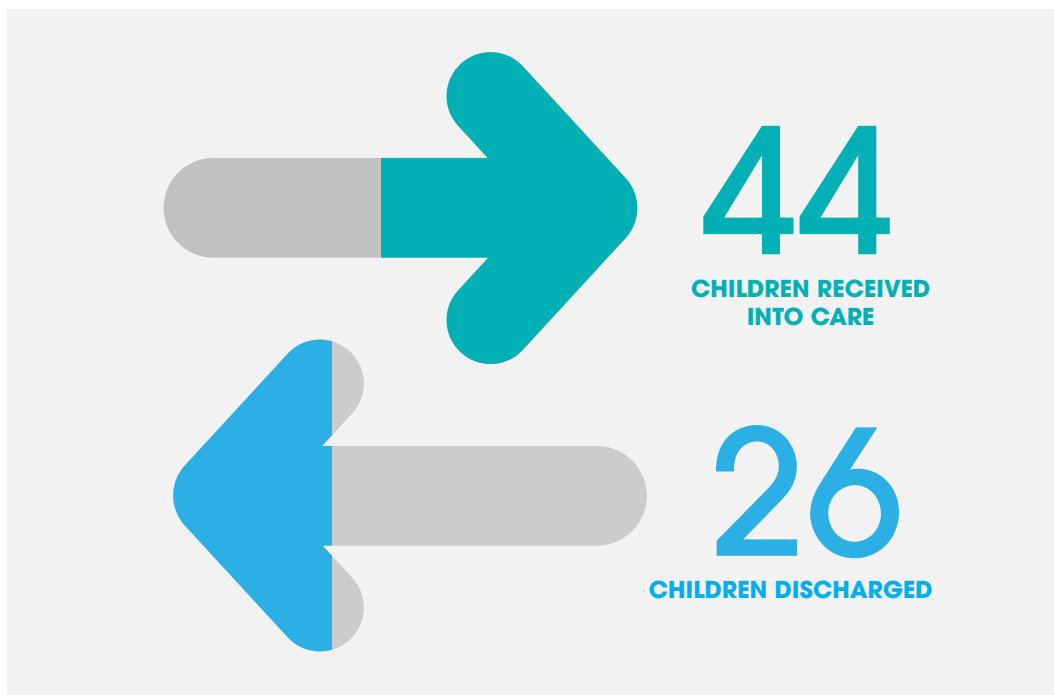
CHILD SUPPORT CENTRE FUNCTION

The Children's Authority Act, Section 14 stipulates that "the Authority shall maintain Assessment and Support Centres and Reception Centres". The Children Act, No.12 of 2012 also makes reference to "Places of Safety", and defines these as Reception Centres established under Section 14 of the Children's Authority Act, a Community Residence or any place appointed by the Authority to be a place of safety for the purpose of the Act.

The Authority has therefore established three Child Support Centres (CSC); two in Trinidad and one in Tobago, as emergency and short-term placement to facilitate the instantaneous removal of children. For the period under review, accommodation was provided for 44 children received into care. Twenty-six children were also discharged from CSC for the reporting period. These children were able to benefit from medical treatment, individual counselling and group therapy sessions on topics pertinent to their rehabilitation. They also benefitted from structured daily psychosocial, recreational, creative and educational activities to ensure appropriate stimulation, addressing of psychosocial needs, and some measure of educational continuity; until they were able to be moved to a longer-term placement.

Further, as part of the mandate to provide rehabilitative intervention to children in need of care and protection, over 300 individual psychologist-led therapy sessions were conducted.

CHILD SUPPORT CENTRE





In order to help children deal with stress, anxiety and trauma, which may occur while engaging in various activities, debriefing sessions were conducted. During Fiscal 2019, over 130 sessions were held. There were also over 90 intervention sessions organised with children who may have been involved in an altercation, had an outburst, attempted suicide, attempted self-harming, or expressed feelings of frustration and depression.

The Centre provides psychosocial sessions which focus on helping the children develop self-esteem, interpersonal relationship skills, emotional awareness, anger management and conflict resolution skills, problem solving and decision-making skills.

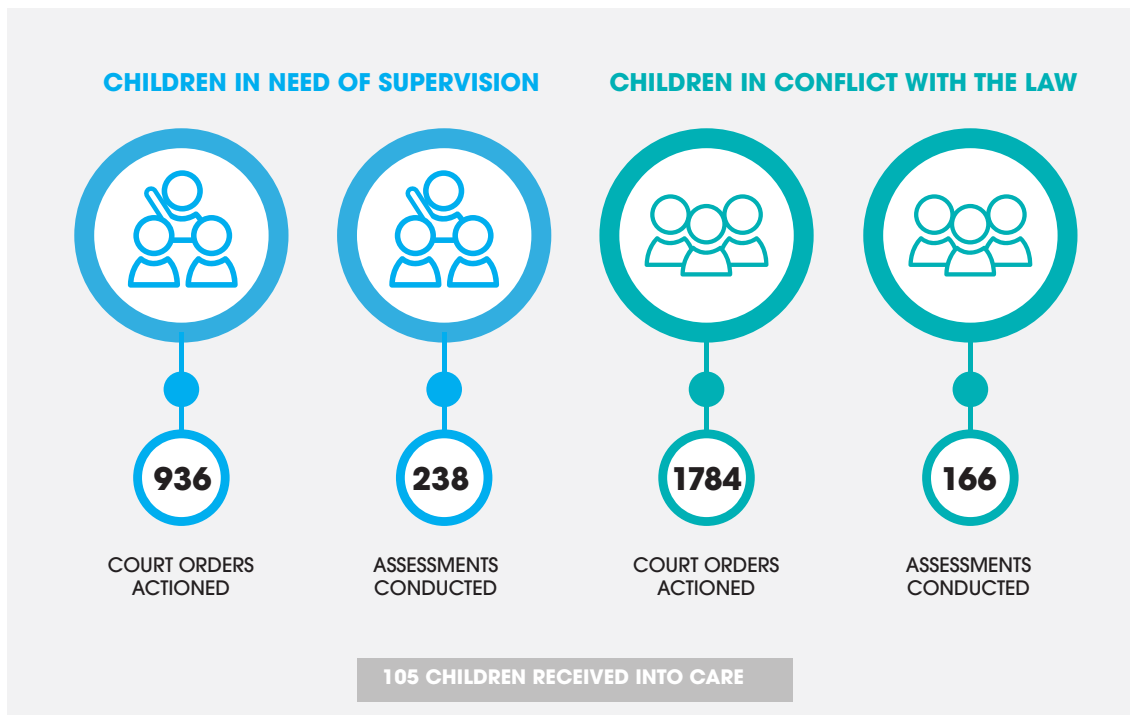
In an effort to maintain and foster familial relationships, over 140 supervised visits were held with the children and their relatives.

CHILD JUSTICE

The Authority's legislative mandate towards Children in Conflict with the Law involves supporting the nation's child justice framework by adopting a rehabilitative, restorative, and less retributive approach. The development and national agreement of the Multi and Inter-Agency Protocols and the proclamation of the Family and Children Division Act, saw an increase in the mandated responsibilities for the Authority, as they relate to Children in Conflict with the Law.

In a measure to meet this legislative function, the Authority executes its child justice function through its Child Justice Unit (CJU). CJU is a specialised team that supports children who are engaged by the judicial system. Staffed with professionals with an intricate understanding of child protection concerns and juvenile justice procedures, the Unit supports Children in Conflict with the Law and Children in Need of Supervision (CHINS). Children in Conflict with the Law are those who were either arrested on a criminal offence or charged for a crime. Children in Need of Supervision are brought to the attention of the Court through an application by a parent, guardian or person with responsibility for a child, who alleges that he is unable to control the child and as such, he may apply to the Court for an Order deeming the child to be a Child in Need of Supervision.

CHILD JUSTICE UNIT



For Children in Conflict with the Law, under the guidance of the Children Act, the CJU supports this group of children by ensuring proper procedures have been undertaken with regard to their arrest, detention and appearance in Court so that the rights of the minor are not infringed. Additionally, Risk Assessments utilising the Youth Level Service: Case Management Inventory (YLS:CMI) 2.0 and the Juvenile Inventory for Functioning (JIFF) are provided by the Unit to determine protective and risk factors within the child's environment, while proposing interventions to reduce recidivism.

During Fiscal 2019, CJU responded to 936 Court Orders to provide support and Risk Assessments to Children in Conflict with the Law and conducted 238 YLSCMI assessments. The Children Act, Chapter 46:01 also provides for the Authority to make submissions to the Court regarding minors appearing before a Judge. In this regard, CJU appeared in 406 matters across all Court locations in North, South and Tobago, representing the concerns of minors.

For CHINS, the CJU responded to 1,784 Court Orders and conducted 166 Juvenile Inventory for Functioning (JIFF) Assessments, which were submitted to the Court to assist with interventions for the child's rehabilitation. Placement options outside of the familial home are often considered for this group of children, given their challenging behaviours. As such, 105 children were received into care. While the Authority is mandated to find suitable placement for CHINS, this has been a major challenge faced by the Unit.

Additionally, for Fiscal 2019, the Child Justice Unit received and referred 194 Application Orders and received 280 requests for intervention by the Court.

**CHILD JUSTICE LEAGUE FAIR -
OFFICE OF THE PRIME MINISTER (GENDER AND CHILD AFFAIRS)**



CHILDREN'S HOMES AND FOSTER CARE

Additional core functions of the Authority also include the following:

- Investigating complaints made by any person with respect to any child who is in the care of a community residence or foster home
- Monitoring community residences and foster homes and conducting periodic reviews to determine their compliance
- Issuing, suspending and revoking temporary and conditional licenses of community residences as provided in the Community Residences, Foster Care and Nurseries Act, 2000

The following highlights the key achievements of the Authority during Fiscal 2019 in meeting its legislative functions in relation to these areas:

LICENSING AND MONITORING FUNCTION

The duties of the Licensing and Monitoring Unit are outlined in the Children's Authority Act 2000 and the Children's Community Residences, Foster Care and Nurseries Act, Chapter 46:04, whereby the Authority shall monitor, licence and ensure compliance of children's homes and nurseries operating in the country and monitor rehabilitation centres. While the legislation for the regulation of nurseries is expected to be proclaimed in the first quarter of Fiscal 2020, the Unit has begun its preparation for public sensitisations for persons managing nurseries.

During the reporting period, the Licensing and Monitoring Unit continued its legislative mandate as the regulatory arm of the Children's Authority of Trinidad and Tobago. Working closely with the existing Children's Homes and Rehabilitation Centres, the main focus of the Unit continues to be the conduct of monitoring visits of the 40 existing Children's Homes and two (2) Rehabilitation Centres across Trinidad and Tobago. Within the reporting period, the Unit conducted 399 routine monitoring visits which ensured that facilities met standards as set out in the Regulations. In compliance with the Children's Community Residences, Foster Care and Nurseries Act, Chapter 46:04, the Authority issues a residence licence where it is satisfied that a residence which has made an application, complies with requirements prescribed by the standards for Community Residences. Prior to issuing licences, the Unit is mandated to conduct Licensing Inspections to determine a residence's readiness for licencing. In this regard, the Unit conducted 13 official inspections, which resulted in the approval of seven Homes for issuance of licences. Of the seven Homes licensed, three received Conditional Residence Licences, which allow the facilities to operate as Children's Homes, with the condition that they fulfil set deliverables within a specific timeframe.

Another function of the Unit is the provision of hostels for children who have no place to reside, as outlined in Section 35 of the Children's Authority Act, Chapter 46:10. Within the reporting period, the Licensing and Monitoring Unit assisted with the placement of 105 children within Children's Homes.

Additionally, the Act states that where a Children's Home ceases to be licensed, the Authority shall transfer the children therein to another suitable, alternative placement including a Children's Home or Foster Care, having regard to the needs of each child. In this regard, the Authority transferred eight children from one Home due to revocation of a licence.

TRAINING WITH COMMUNITY RESIDENCES AND CHILDREN'S HOMES



FOSTER CARE FUNCTION

The Foster Care Unit was established pursuant to Part IV of the Children's Community Residences, Foster Care and Nurseries Act, Chapter 46:04 which mandates the Authority to establish a system of foster care in Trinidad and Tobago, to be managed by the Authority.

In accordance with the legislation, the Authority established a Foster Care system to promote the wellbeing of a child in a family environment, by taking reasonable steps to prevent abuse and promote contact between the child and his or her biological parents or any persons with parental responsibility. In this regard, for the period under review, the Foster Care Unit facilitated the placement of 30 children into the Foster Care system, and facilitated a total of 347 supervised access visits between children and their family.

With best interest considerations as the foundation of all decisions, the Unit conducted monitoring visits of the children in the system with the intent to ensure that placements promoted their wellbeing. The Unit conducted 174 home visits and 136 school visits, in addition to the 347 supervised access visits that allow children in care to maintain contact with their siblings, birth families and other persons connected to them.

In an effort to increase the pool of Foster Care providers, as mandated in Section 30 of the Children's Community Residences, Foster Care and Nurseries Act, Chapter 46:04, the Unit facilitated 42 sensitisation sessions to various stakeholders, including Faith-Based Organisations, Non-Governmental Organisations and the general public. This thrust resulted in 16 new approved Foster Care providers for the reporting period. In accordance with Section 31 of the Act, the Unit enabled child care training sessions for new providers. As part of the assessment of all new foster parents, training is a mandatory requirement, before approval. The training consists of an overview of the Foster Care system and the duties and responsibilities of the foster parent. It also covers child care skills, child safety, child development, child protection and behaviour management.

While attempts are being made to increase the pool of foster carers, the ultimate goal for all children is reunification with their birth families or any other permanent placement option. As a result, the Foster Care Unit transitioned four children with their birth families and Fit Persons.

During this Fiscal, the Unit also created a proposal for the fostering of children with specialised needs and Children in Need of Supervision.

ADOPTION

The Authority is legislatively mandated to investigate and make recommendations with respect to the adoption of children in accordance with the Adoption of Children Act, 2000.

The Adoption Unit receives applications from prospective adopters, conducts investigations on prospective adopters for consideration by the Court and makes recommendations to the Court as to whether the adoption is in the best interest of the child. For Fiscal 2018/2019, the Unit facilitated 11 Adoption Orders. Of the 11 Orders granted, 10 were Open Adoptions; (where there is a relationship between the biological parents and the prospective adoptive parent) and 1 was a Closed Adoption; (where there is no relationship between the biological parents and the prospective adoptive parents, and the child is matched with the prospective adoptive parents), taking into consideration the child's needs and the best interest principle.

Given that the legislation mandates that the Authority seeks the best interest of a child when facilitating an Adoption, as outlined in the Children's Authority Act, Chap. 46:10, Section 6 (2); the Adoption Unit was guided by this principle in the processing of Open applications. It took into consideration the length of time the child lived in a stable, satisfactory environment and the desirability of maintaining the status quo. In pursuing the best interest of the child, in alignment with Section 10 of the Adoption of Children Act, Chapter 46:03, which speaks to the duty to promote the welfare of the child, the wishes of the child were given due consideration, having regard to the age and understanding of the child. The 10 Open Adoption Orders granted, allowed those children the permanence of a family unit. According to the Children's Authority Act, Chapter 46:10, Section 5A; Powers; 8 recommendations were made to the Family Court, with the view that adoption is in the best interest of the child.

The Adoption Unit further embarked on a project with Children's Homes, to identify potential candidates for whom the Authority could apply for an Order to free the child for Adoption. The long-term goal of the project is to allow children to live in familial homes and to assess which children in community residences can have the opportunity for same. During the reporting period, the first phase of the project was successfully completed; interviews were completed with Managers and Caregivers of nine Homes who provided a thorough psychosocial history on 54 potential candidates. The number of children identified according to age groups were; 0-5 (6), 6-10 (26), 11-15 (21) 16+ (1). Furthermore, the second phase of the project commenced with social enquires being conducted to locate parents to obtain their consent for an Order to declare the child freed for adoption. This project is in alignment with the Authority's mandate to promote the welfare and best interest of all children, which is also in alignment with the Authority's guiding principle that children thrive best in familial environments.

UNIVERSAL CHILDREN'S DAY ART AND VIDEO COMPETITION



ADVOCACY

In accordance with Section 6 of the Children's Authority Act, the Authority is mandated to advocate for the rights of all children. With this in mind, the Public Education and Communications Unit focuses on ensuring that all citizens are aware of the rights of the child, as well as the role, function and mandate of the Authority. Significant focus is also placed on informing children about their rights and responsibilities, and how to protect themselves from abuse.

For the reporting period, the Public Education and Communications Unit facilitated 173 sensitisations. These were conducted through media interviews, engagement with various groups including Non-Governmental Organisations, Faith-Based Organisations, Parent-Teacher Associations (PTAs), Primary and Secondary Schools, vacation camps, State Agencies and through increased partnerships with key stakeholders.

The Unit has been utilising social media as part of its advocacy goals with the aim of creating awareness about child protection issues and child rights. The role of advocacy also demands that the Unit sensitise the media and the public on how they should treat with issues affecting children. The increased consumption of social media and the ability of any person to post content that could at times infringe upon the rights and privacy of children, meant that the Unit had to devise creative ways of educating the public, about their role in protecting children.

It is the intent of the Unit to re-engage media practitioners within Fiscal 2020 on how they should report and treat with issues affecting children.

OFFICIAL OPENING OF THE CHILD SUPPORT CENTRE - TOBAGO



**OFFICIAL OPENING OF THE
TOBAGO REGIONAL OFFICE & ASSESSMENT CENTRE**



TOBAGO OPERATIONS

At the start of Fiscal 2019, Tobago's operations had one staff member – the IT/Facilities Technician. However, at the close of the reporting period, and in keeping with the commitment of the Board of Management, 30 staff across 7 Units were on-board, led by a Coordinator.

The Tobago Assessment Centre was formally launched on May 17, 2019, coinciding with the observance of the Authority's fourth Anniversary celebration. This milestone put the Tobago operations on track for achieving its mandate of an Assessment Centre operational by the last quarter of 2019.

In keeping with the Authority's emphasis on prioritising placements in family-based environments, and for children to transition into family-based environments within six months of being placed at a Child Support Centre, three children who were placed at the Centre in Tobago were re-integrated with their families within a six-month period.

This established a baseline for Fiscal Year 2019 - 50% of the population at the CSC transitioned into permanent, family-based environments. These children continue to be monitored post-reintegration, in order to provide support for the families.

The Unit has also conducted several engagements with key stakeholders to further collaborative efforts that would redound to the best interest of the children in the sister-isle.

**OFFICIAL OPENING OF THE
SOUTH REGIONAL OFFICE & ASSESSMENT CENTRE**



SUPPORT SERVICES

The Corporate Services Units of the Authority are critical in providing the requisite support services needed to facilitate the work of the agency in the provision of services and interventions to children in need of care and protection.

The following are key achievements of the Corporate Services Units during Fiscal 2019:

FACILITIES, ADMINISTRATION AND HSSE FUNCTION

In accordance with the Occupational Safety and Health Act, Chapter 88:08, Section 6, it is the duty of the Authority to ensure, as is reasonably practicable, the safety, health and welfare of all employees. Tasked with this responsibility is the Facilities, Administration and Health, Safety, Security and Environment Unit (FAHSSE). During Fiscal 2018/2019, the Unit established a Health and Safety Committee in accordance with Sections 25E and 25F of the OSH Act, Chapter 88:08, which aims to promote the awareness of safety issues and to develop a collaborative relationship between management and employees. An HSE Policy was created and approved by the Board of Management to treat with the safety and health of persons employed within the Authority. Further to the Policy, risk assessments were conducted at all facilities as outlined in Section 13A of the Occupational Safety and Health Act, Chap. 88:08 (OSH Act).

These assessments led to the completion of a Safety and Security Policy, which outlines procedures for dealing with imminent threat to the Authority's facilities and staff. Additionally, the Unit effected HSSE critical training for staff and conducted an internal Security Audit in accordance with Section 13A of the Occupational Safety and Health Act, Chap. 88:08. The aim of the exercise was to evaluate the security risks to the Authority's infrastructure, assets and personnel, and to determine whether existing security measures were adequate. For Fiscal 2018/2019, the Authority expanded its operations with three new facilities, which required the Unit's management and oversight for the outfitting of the locations. The facilities required the development of Emergency Response Plans, evacuation maps and an orientation for personnel on site.

As it relates to environmental initiatives, the Unit partnered with the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL) on the Public Sector Recycling Programme (PSRP) and implemented a recycling drive at three of the Authority's locations. The FAHSSE Unit also initiated three (3) coastal clean-up exercises, which took place at Matura Beach, Las Cuevas Bay and Lambeau Beach, Tobago, to raise awareness on environmental conservation.

Capital Projects

The Facilities Unit had two (2) capital projects for a total of \$2,526,546.47 which reached construction completion in the 2018-2019 Fiscal Year. These projects included:

- **Tobago Assessment Centre** - Completed the design, construction and outfitting phases of the renovation project on the ground floor at Lambeau, Tobago. The project was completed on time.
- **Tobago Regional Office** - Completed the design and construction phase of the renovation project on the first floor at Lambeau, Tobago. The project was completed with a 0.05% cost variance.

Building Services

In addition to the capital projects, the Facilities Unit worked closely with the Finance and Communication Units to complete the outfitting, occupancy and operationalisation of three (3) facilities in Trinidad:

- **South Regional Office, Ste. Madeleine** - Completed the design, outfitting, provision of services and decanting of staff from Harris Street, San Fernando and Head Office, to achieve 70% occupancy.
- **Chaguanas Assessment Centre** - Completed the design, outfitting, provision of services and decanting of personnel from Head Office and a Child Support Centre (Trinidad), to achieve 60% occupancy.
- **Child Support Centre** - Completed the design, construction, outfitting and relocation of all staff and residents, to achieve 100% occupancy.

Facilities Condition Assessments

The Authority continued to streamline its Facilities Condition Assessment and audit process, to ensure that relevant maintenance needs were identified, catalogued and prioritised. These sought to assist in determining long-term strategies for better completion and response time.

Administration and Maintenance

- Establishment of a preventative Fleet Management System inclusive of a Vehicle Maintenance Checklist and Motor Vehicle Policy, which outlines the guidelines for the business and private use of the Authority's motor vehicles.
- Establishment of a Preventive Maintenance System for all equipment, machinery, services and emplacements, throughout all facilities.

FINANCE FUNCTION

The financial oversight of the Authority is guided by Part VI of the Children's Authority Act, No. 64 of 2000, which established the Children Authority Fund and makes provisions for the Authority's revenue and expenditure. Section 46 (1) (b) states that *the revenue of the Fund shall include 'grants, donations and assistance received from national and international organisations and agencies.'*

Accordingly, the Authority's Strategic Plan 2018-2020 identified the retention of a Grant Funding Coordinator, as a key activity to facilitate the identification of potential sources of local, regional and international grant funding or sponsorship, for which the Authority may be eligible and to write the appropriate grant funding/sponsorship proposals to the relevant agencies. In Fiscal 2019, the necessary Scope of Works was developed to guide the Grant Funding Coordinator, who will provide the conceptual and technical skills needed to execute this function.

- **Children's Authority Act, Chapter 46:01, Section 46:** Creation of Fund for revenue and **Children's Authority Act, Chapter 46:01, Section 47:** Application of the Fund

Children's Authority Fund

The Authority's funding is provided by the State through the Office of the Prime Minister (Gender and Child Affairs) OPM (GCA), the Authority's line-Ministry. Operating expenses are funded through the Recurrent Programme under three distinct votes – Expenses of the Children's Authority, Foster Care Expenses and Adoption Board Expenses. Capital/Development projects are funded through the Development Programme (DP) for which funds are allocated separately. These monies are received into the Children Authority Fund, which was established in 2009 for this purpose.

Recurrent Income and Expenditure- Fiscal 2019

The Authority received an initial approved Recurrent budget allocation of \$57.8Mn in Fiscal 2019 to cover its main operating expenditure and an additional allocation of \$6Mn at the 2019 Mid-Term review, for a total approved budget for 2019 of \$63.8Mn. All funding approved for Fiscal 2019 was received as at 30th September. Recurrent expenditure for the year ended 30th September, 2019 amounted to \$67.8Mn, which exceeded the approved budget for 2019 by 6%.

The Authority received an approved budget allocation of \$.105Mn in Fiscal 2019 to cover Adoption Board expenses. No additional funding was approved at the 2019 Mid-Term review. Full funding of \$.105Mn was received as at 30th September, 2019. Expenditure for the year ended 30th September, 2019 amounted to \$.202Mn which exceeded the allocated budget for the year by 92%.

With respect to Foster Care expenses, the Authority received an approved budget allocation of \$1.124Mn in Fiscal 2019. No additional funding was approved at the 2019 Mid-Term review. Of this, \$1.123Mn was received as at 30th September, falling just short of the approved 2019 allocation. Expenditure and commitments for the year ended 30th September, 2019 amounted to \$1.613Mn, which exceeded the allocated budget for the year by 44%.

Development Programme (DP) Income and Expenditure - Fiscal 2019

The Authority received an approved DP budget allocation for 2019 of \$4.5Mn. DP expenditure and commitments for the year ended 30th September 2019, amounted to \$4.49Mn for which all funding was received as at 30th September, 2019. Key DP projects advanced in Fiscal 2019 were the Establishment of the Tobago Assessment and Regional Centre, Information Systems Disaster Recovery, Database Management Expansion, Digitisation of Adoption Records and Key Research Studies.

Budget Estimates - Fiscal 2020

The 2020 Draft Budget Estimates of Recurrent and DP Expenditure were compiled and submitted to the Office of the Prime Minister (Gender and Child Affairs) in March 2019 for \$120Mn and \$7.6Mn respectively. The Authority was instructed by the line-Ministry in May 2019 to reduce its draft estimates, due to restrictions imposed by the Ministry of Finance. Consequently, the 2019 Draft Budget Estimates of Recurrent and DP Expenditure were revised and re-submitted to the Office of the Prime Minister (Gender and Child Affairs) for \$71.7Mn and \$6.75Mn respectively.

- **Children's Authority Act, Chapter 46:10, Section 48: *Financial Control and Auditing***

The audit of the Authority's financial statements for the Financial Year ended 30th September, 2018 was conducted by the Auditor General in the third quarter of Fiscal 2019. This audit was completed and the signed audited financials will be submitted to the Auditor General in October 2019.

- **Children's Authority Act, Chapter 46:10, Section 49 (1): *Preparation of financial statements for Annual Report***

The Authority's unaudited financial statements for the Financial Year ended 30th September, 2019 were completed and are appended to this Report.

- **Section 37, Children's Authority Act: *Disposal of deceased children.***

The Authority was called upon to assist in the matter of the unfortunate death of a child at a Community Residence in East Trinidad in July 2019. The bulk of the funeral costs were covered by a Funeral Grant from the Ministry of Social Development and Family Services. At the request of the child's family, the Authority covered additional costs related to the funeral amounting to \$700.00.

- **Section 39, Children's Authority Act, Chapter 46:10: *Contribution in respect of children under the Authority.***

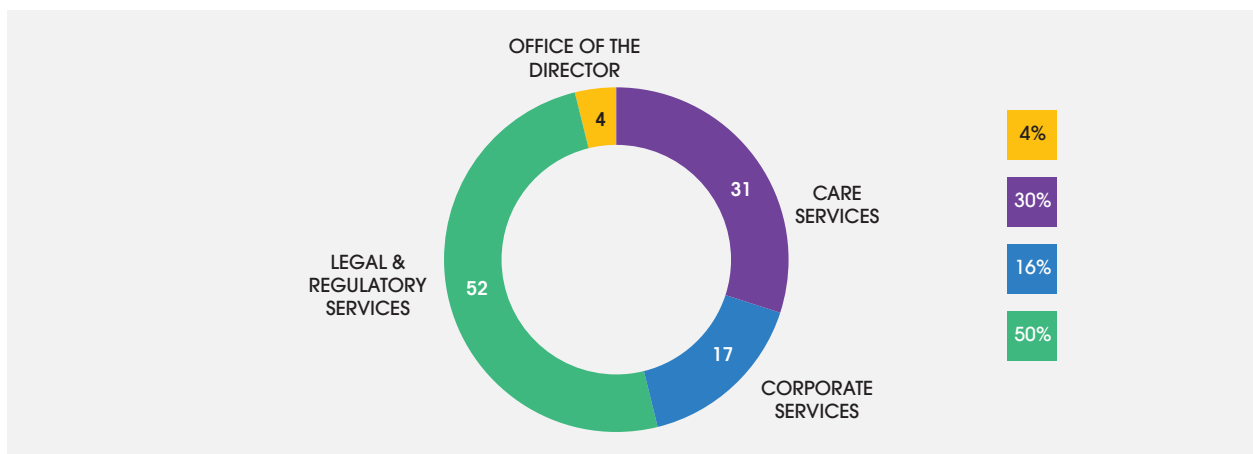
In Fiscal 2019, the Authority received contributions under Section 39, Contribution Orders in the amount of \$26,100, of which \$15,700 was paid to Fit Persons or institutions caring for children for whom the contributions were made. The remaining \$10,400 will be paid out in the first Quarter of Fiscal 2020.

HUMAN RESOURCES FUNCTION

In order to increase operational efficiencies, the Human Resources Unit hired a total of 89 new staff for Fiscal 2018/2019. The hiring of new staff is mandated in the Children's Authority Act, whereby, the Authority can take all reasonable steps to ensure the availability of qualified staff required for the implementation of its legislative mandate. For Fiscal 2018/2019, while there were 24 resignations, 15 replacement staff were hired. This, therefore, brought the recruitment total for the period to 104.

The breakdown of staff hired for the reporting period is as follows:

STAFF HIRED DURING FISCAL 2019



During the Fiscal, several policies were revised including the Personnel File Policy, the Probation Policy, the Recruitment and Selection Policy, the Dress Code Policy as well as the Discipline and Grievance Policy. These revisions were undertaken to ensure the Authority was conforming to the Industrial Relations Act and was in alignment with HR best practices.

Arising out of an HR Audit which was conducted in Fiscal 2018, it was recommended that the HR Unit review the Organisation Chart, the Job Descriptions and qualifications of all staff to ensure that the organisation was aligned to execute its mandate more efficiently. A job qualification exercise was conducted and employees who did not possess the required qualifications have been asked to attain the requisite qualifications within a specific time frame.

Arising out of the review of the Organisation Chart and assessment of the manpower needs of the organisation, two Deputy Directors - Care Services and Legal and Regulatory Service were hired since previously the roles were assigned to one Deputy Director. As it relates to Wellness and Culture initiatives which focus on employee engagement, employees participated in two Beach Clean-ups, which were held at Matura and Las Cuevas. There was also an Easter Egg Hunt competition, as well as a Cookout and Family Day, which was held in August, 2019.

Training

The Unit is also tasked with providing training to staff of the Authority, to afford them the opportunity to undertake their job effectively. All staff, regardless of their tenure, were exposed to revised training on the various Acts and legislation governing the Children's Authority. Selected staff in HR were also sent on Effective Letter Writing for IR & HR, while Finance and HR staff were sent on Excel Training to improve the proficiency of their respective functions. The Care and Legal & Regulatory staff were sent to symposiums to better equip them to deal with situations they face on a daily basis. These included the International Association for Suicide Prevention Symposium, Essentials of Forensic Social Work and a Workshop on Working with Child Returnees.

Other accomplishments:

- Implementation of HRIS System – The implementation which began in Fiscal 2019, will continue into Fiscal 2020 and will seek to increase the efficiency of the HR function.
- The HR Unit continues to work with the Public Management and Consulting Division of the Ministry of Public Administration for approval of its revised Organisation Chart and Job Descriptions in order to further expand the HR resources required for the effective operation of the Authority.

RESEARCH, PLANNING, MONITORING AND EVALUATION FUNCTION

The Research, Planning, Monitoring and Evaluation Unit is a core support function that furthers the legislative mandate and responsibilities of the Authority. It is responsible for implementing the research, planning, monitoring and evaluation agendas of the Authority and it reviews the effectiveness of the programmes and interventions administered by the Authority.

The work undertaken by the Unit supports the functions of the Authority through strategic planning, the development of key performance indicators that are in alignment with organisational goals and objectives; the monitoring and evaluation of the achievement of key performance indicators, strategic goals and objectives; policy development; data analysis; and research to assist in evidence-based decision making.

During Fiscal 2018/2019 the Unit continued to champion and advance policy development throughout the organisation, with the aim of streamlining and standardising internal processes and operations.

This period also witnessed the initiation of phase two of the Authority's National Baseline Study on Public Perceptions on Child Protection Issues in Trinidad and Tobago. The Study aims at establishing baseline indicators for attitudes towards and perceptions of children, children's rights, children's values, child abuse and child protection as a platform for impact evaluation in future policy development. The Study also aims at assisting in designing appropriate interventions with the goal of reducing the prevalence of child abuse and neglect throughout the country; determining the public's level of awareness, concern and acceptance of child protection issues, corporal punishment, bullying and children exhibiting challenging behaviours; and assessing the public's likelihood of reporting incidences and/or suspicions of child abuse and neglect to official authorities for action.

The Authority has completed the fieldwork for the national Study through a random stratified sampling methodology, utilising a questionnaire as the survey instrument. During Fiscal 2018/2019, phase two of the Study was initiated which involved the execution of a desk review of all key policy documents, data and reports on the public's perceptions of child protection issues in Trinidad and Tobago, as well as the identification and evaluation of information gaps that have been identified in the existing repository of data related to child protection issues in Trinidad and Tobago. Identified data gaps will be filled through interviews, focus groups, and/or in subsequent studies. Phase two of the National Baseline Study also involves the conduct of a thorough statistical and written analysis of all quantitative and qualitative data findings, and the development of a final report with all data findings, data analysis and recommendations.

The final report will be completed and ready for public publication in Fiscal 2019/2020 and will identify evidence highlighted in the Study to support national planning and developmental processes including recommending policies, strategies, budgets and national legislative amendments to contribute to an enabling environment which prevents and mitigates against all forms of child abuse and maltreatment.

In addition to supporting the legislative mandate and core services of the Authority, the Research, Planning, Monitoring and Evaluation Unit also supports the national child protection system by representing the interests and work of the Authority on the following external Committees:

- **Inter-Ministerial Research Council**

The Inter-Ministerial Research Council (IMRC) for the Social Sector was established to coordinate the national social research agenda, promote institutionalisation of the conduct of the Survey of Living Conditions (SLC) and encourage the sharing of data across Ministries. The Council is in its third term. In Fiscal 2017/2018, the Inter-Ministerial Research Council (IMRC) was reinstated for a period of three years. During Fiscal Year 2018/2019, the IMRC reviewed a progress report reflective of the work conducted throughout the year for submission to Cabinet and revised the IMRC Work Plan for implementation within the upcoming years.

- **Standing Review Committee for the T&T Equivalency Table for the International Classification of Crime for Statistical Purposes**

The Standing Review Committee was established in Fiscal 2018/2019 to review and update the T&T Equivalencies Table for the United Nations Office on Drugs and Crime (UNODC) International Classification of Crime for Statistical Purposes (ICCS). During Fiscal 2018/2019 the recoding of the T&T Equivalencies Table was completed for implementation by the Children Court and all key stakeholders.

- **National Child Policy Steering Committee**

The National Child Policy Steering Committee was established to guide the development of OPM's National Child Policy. During Fiscal 2018/2019 the National Child Policy green paper was completed and submitted for Cabinet review. The white paper is being finalised for submission and approvals.

- **National Children's Registry Steering Committee**

Cabinet by Minute No. 521 dated March 8th 2012, recognised the need to establish a National Children's Registry (NCR). The NCR will be a government database which will collect and hold information on all children in Trinidad and Tobago. It will also allow for collating, sharing and archiving of essential information and report generation that would assist in national planning. OPM (GCA) has the overall responsibility for the development, design, launch, implementation, monitoring and evaluation of the NCR. The Steering Committee led by the OPM (GCA), was reconstituted in Fiscal 2018/2019 and will work together on the development and implementation of the NCR.

- **Committee to Establish Gender Focal Points within the Organisation**

The Committee to Establish Gender Focal Points was established at the end of the Fiscal Year to advance the implementation of policy on gender and development in the public sector. The intention is to mainstream and incorporate gender into all sectors and operations to ensure that all policies and programmes take into consideration key gender issues. Achievements for this Committee will be reflected in the upcoming Fiscal Year.

INFORMATION TECHNOLOGY FUNCTION

During Fiscal 2019, the Information Technology Unit expanded the Authority's network to include the Tobago Assessment Centre, the Tobago Child Support Centre and the Chaguanas Assessment Centre. Voice, data and wireless services were commissioned to integrate these new locations onto the Authority's network. In addition, network services were re-configured at a relocated site to ensure continued connectivity among all Centres. Other significant accomplishments include:

- Replacement of payroll software
- Completion of Digitisation of Adoption Records Project, which began in Fiscal 2016

Management of information and keeping data secure continue to be major objectives of the Unit. In the next Fiscal a number of key projects to improve data management and reporting within the Authority will include:

- Completion of the implementation of an Adoption Management System Software which began in Fiscal 2016.
- Implementation of a new Data Management System to replace the Child Protection Information Management System (CPIMS).
- Completion of the Disaster and Recovery system, which began in this Fiscal.

To accommodate the expansion within the Authority, headcount within the Unit increased with the addition of a System Administrator, two Technicians and an On-the-job training (OJT) personnel. During the next Fiscal additional staff would be recruited to complete the Unit's structure.

OUTREACH AT GULF CITY MALL LOWLANDS, TOBAGO

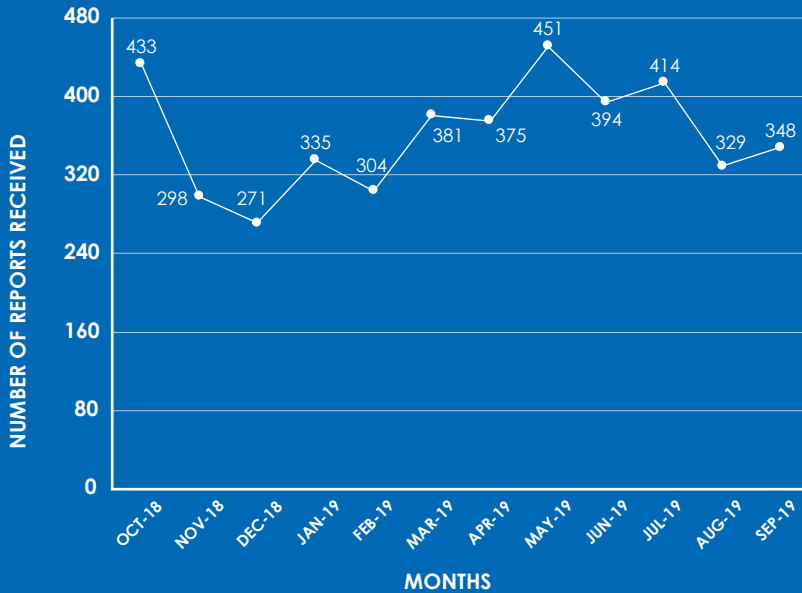


SITUATIONAL ANALYSIS

The data presented in this chapter provides a snapshot of the cases of children in need of care and protection reported to the Authority for the period October 1, 2018 to September 30, 2019 (Fiscal 2018/2019). It should be noted that this statistical analysis highlights reports received from the public and stakeholders and not reports that have already been substantiated by the Authority's Investigations Unit and Emergency Response Team.

During Fiscal 2018/2019 the Authority received 4,333 reports of child abuse and maltreatment in Trinidad and Tobago. These reports were recorded on the Authority's Child Protection Information Management System (CPIMS).

CASE LOAD FOR FISCAL 2018/2019

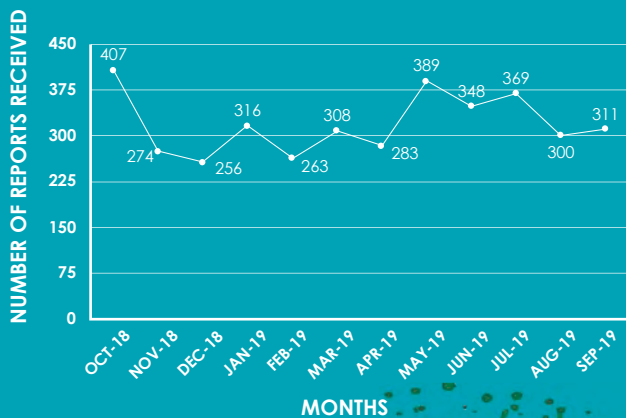


CASE LOAD: TRINIDAD AND TOBAGO

- Highest number of cases were reported during the months of May 2019 (451 reports) and October 2018 (433 reports).
- Lowest number of cases were reported during the months of December 2018 (271 reports) and November 2018 (298 reports).
- An average of 361 reports were recorded per month.

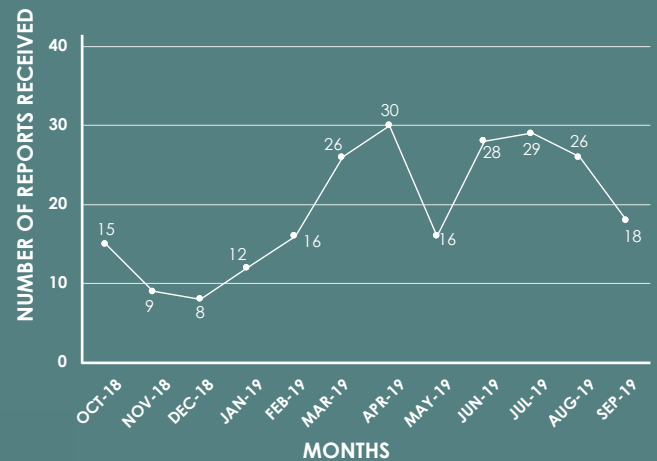
CASE LOAD: TRINIDAD

- Highest number of cases reported in Trinidad were during the month of October 2018 (407 reports).
- Lowest number of cases reported in Trinidad was during the month of December 2018 (256 reports).
- An average of 316 reports were recorded per month.

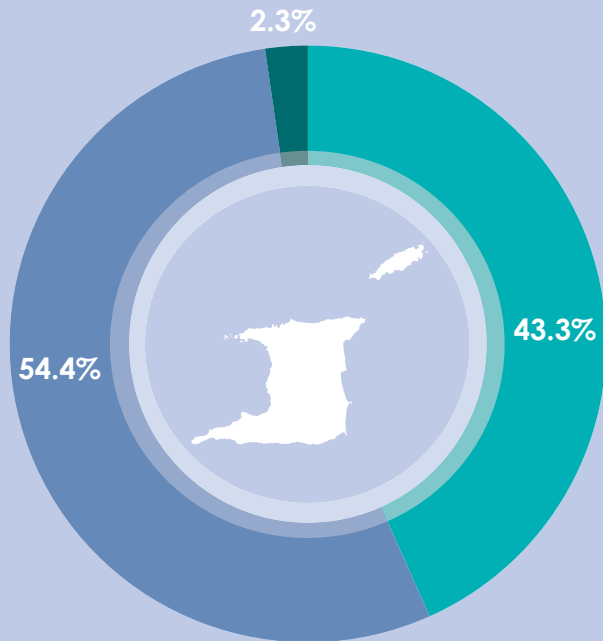


CASE LOAD: TOBAGO

- Highest number of cases reported in Tobago were during the month of April 2019 (30 reports).
- Lowest number of cases reported in Tobago was during the month of December 2018 (8 reports).
- An average of 19 reports were recorded per month.



SEX OF CLIENTS



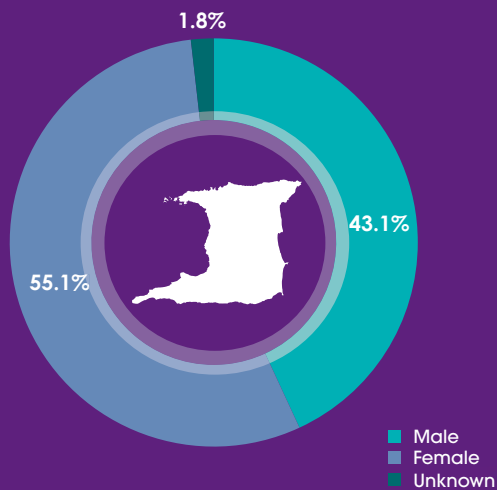
TRINIDAD AND TOBAGO

- Female clients accounted for the majority of reports received amounting to 54.4 percent while male clients accounted for 43.3 percent.
- In 2.3 percent of reports received, no sex was provided.

■ Male
■ Female
■ Unknown

TRINIDAD

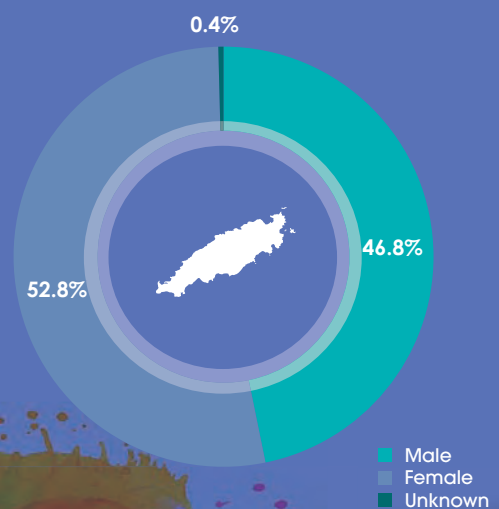
- In Trinidad, female clients accounted for the 55.1 percent of reports received as compared to 43.1 percent for male clients.
- In 1.8 percent of reports received, no sex was provided.



■ Male
■ Female
■ Unknown

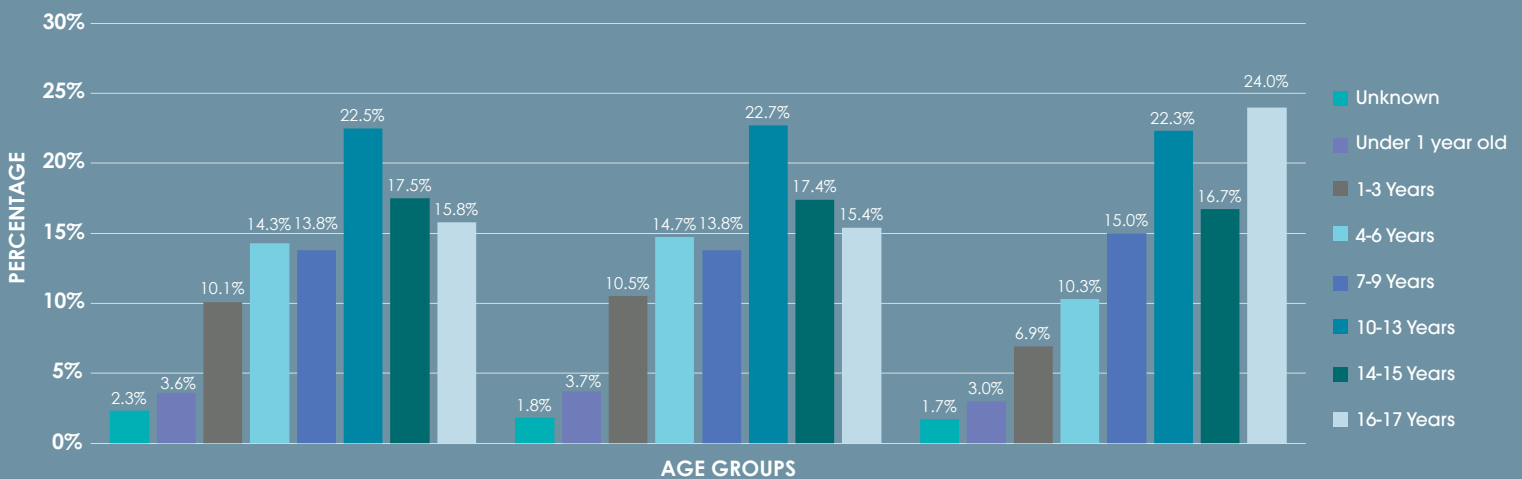
TOBAGO

- In Tobago, female clients accounted for 52.8 percent of reports received as compared to 46.8 percent for male clients.
- In 0.4 percent of reports received, no sex was provided.



■ Male
■ Female
■ Unknown

AGE GROUPS OF CLIENTS



TRINIDAD AND TOBAGO

- The majority of clients belonged to the 10-13 year age group (22.5 percent) while children under the age of 1 year old accounted for the least number of reports (3.6 percent).

TRINIDAD

- In Trinidad, the majority of clients belonged to the 10-13 year age group (22.7 percent) followed by the 14-15 year age group (17.4 percent).
- Clients under the age of 1 year old reported the least number of reports (3.7 percent).

TOBAGO

- In Tobago, the majority of clients belonged to the 16-17 year age group (24.0 percent) followed by the 10-13 year age group (22.3 percent).
- Clients under the age of 1 year old reported the least number of reports (3.0 percent).

GEOGRAPHICAL DISTRIBUTION OF REPORTS

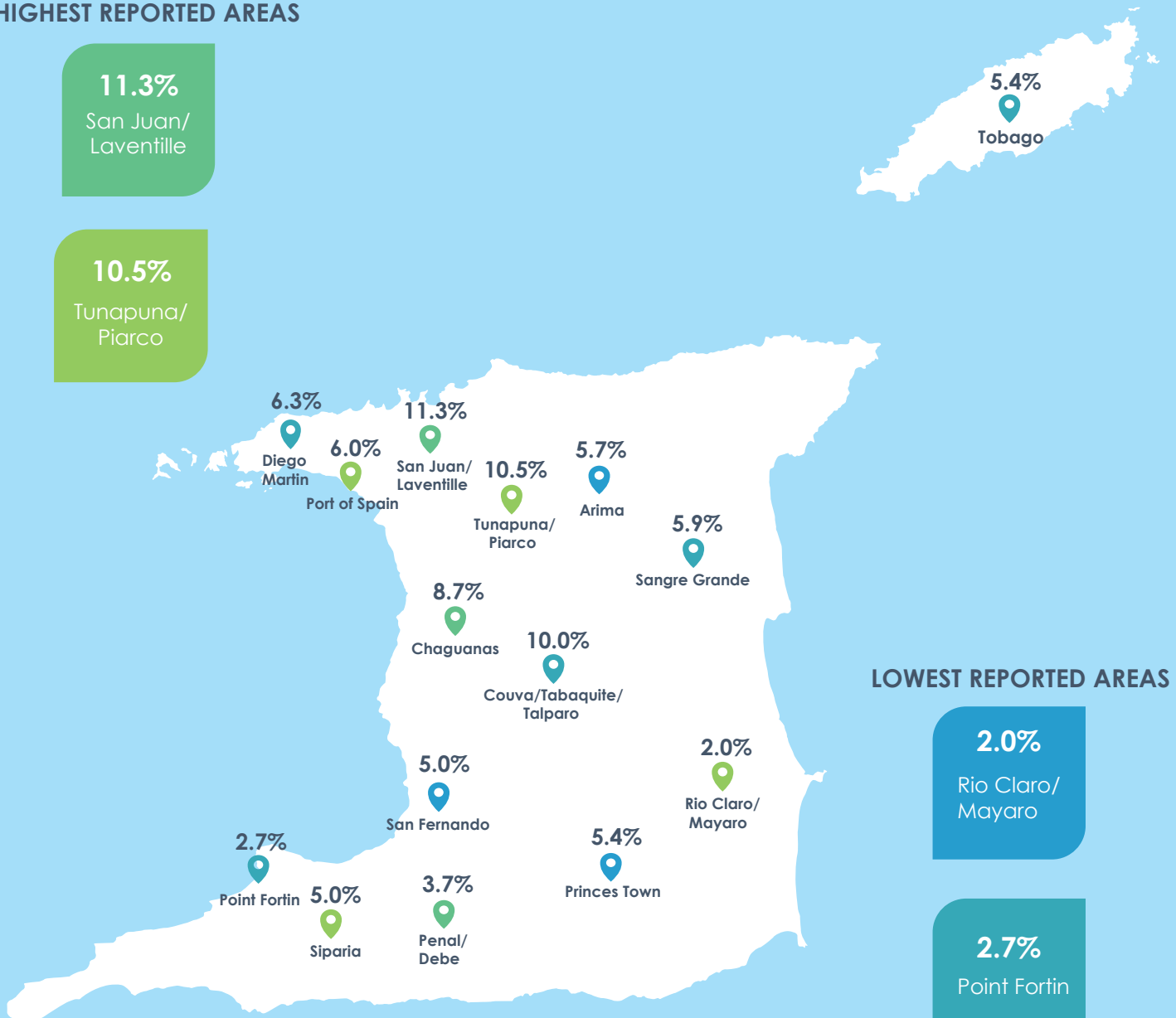
HIGHEST REPORTED AREAS

11.3%

San Juan/
Laventille

10.5%

Tunapuna/
Piarco



LOWEST REPORTED AREAS

2.0%

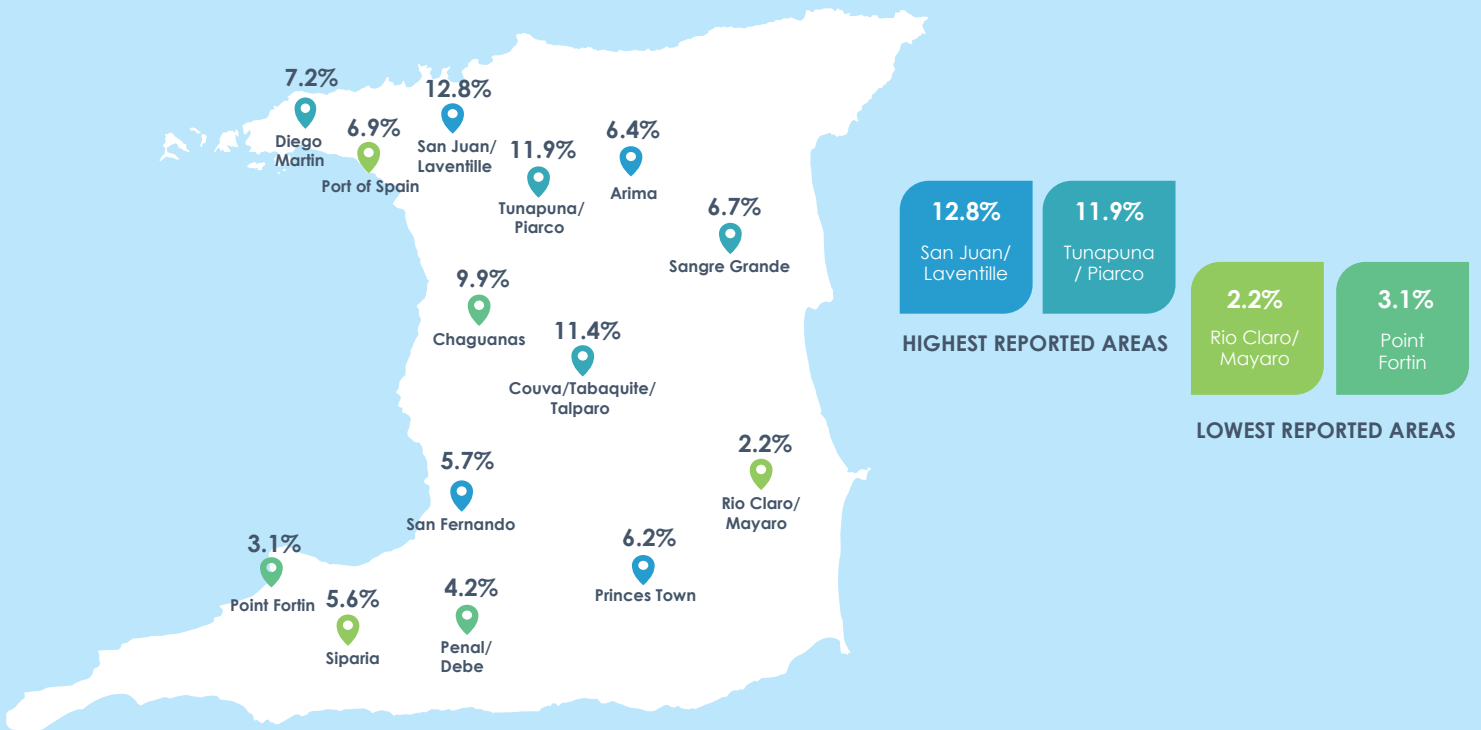
Rio Claro/
Mayaro

2.7%

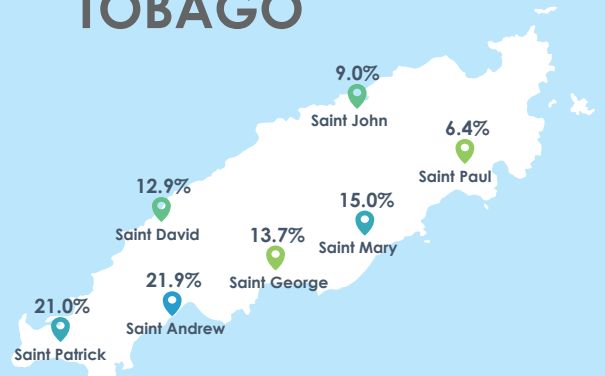
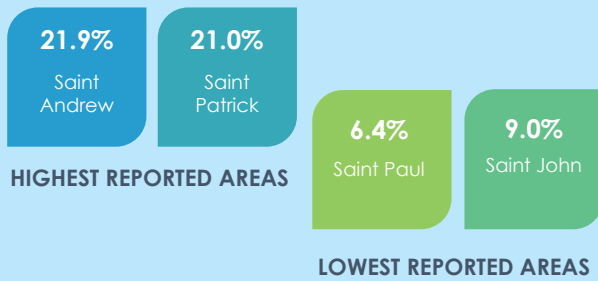
Point Fortin

DISAGGREGATED GEOGRAPHICAL DISTRIBUTION OF REPORTS

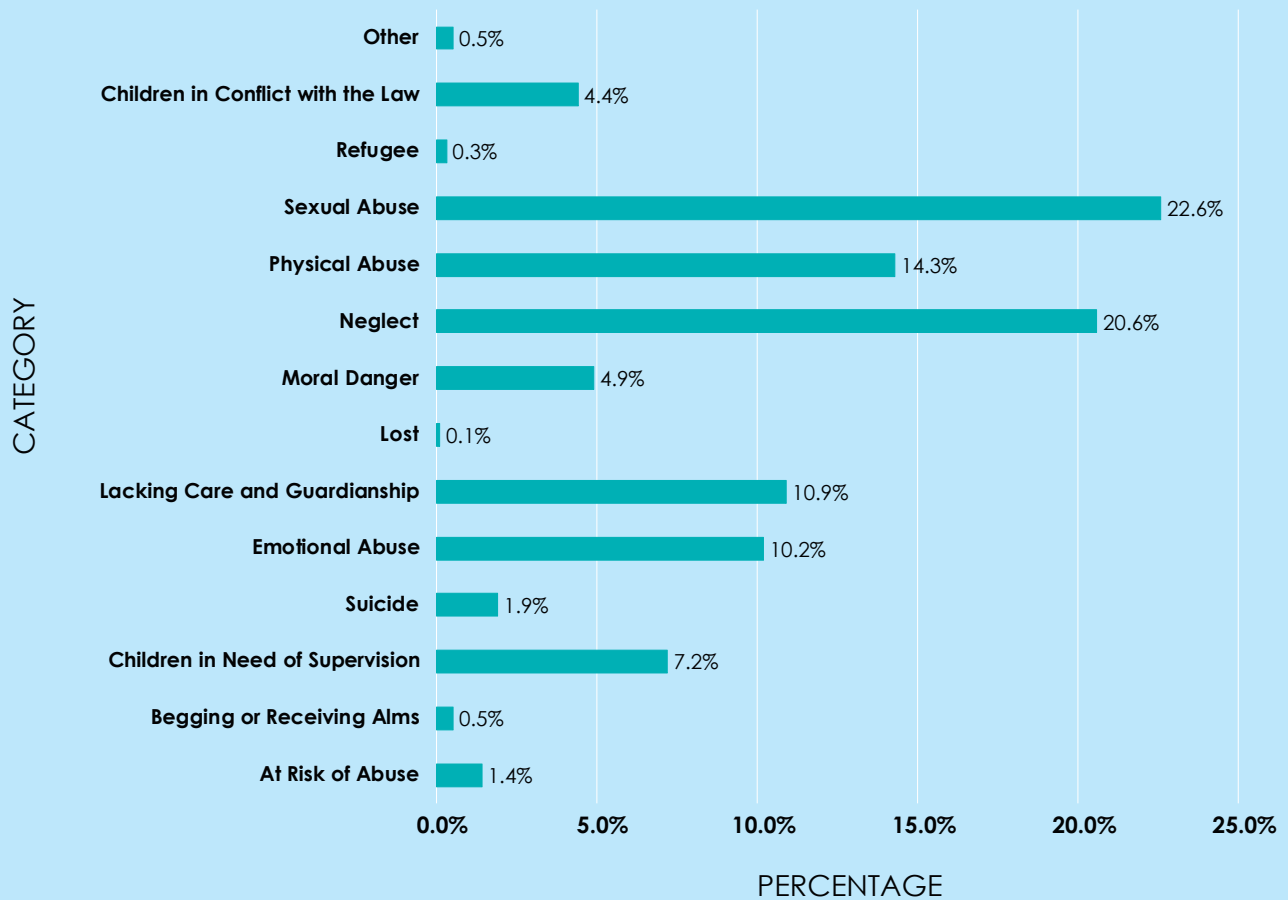
TRINIDAD



TOBAGO



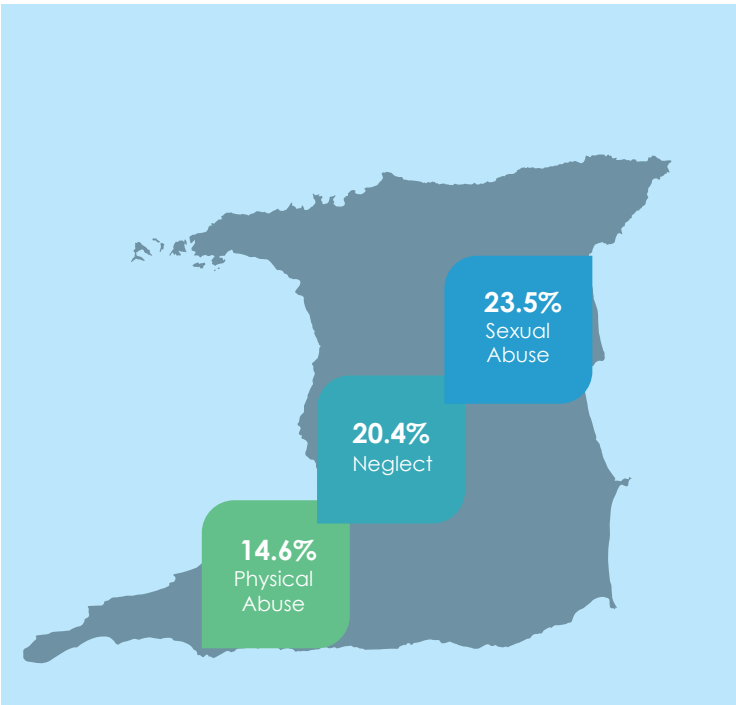
CHILDREN IN NEED OF CARE AND PROTECTION TRINIDAD AND TOBAGO



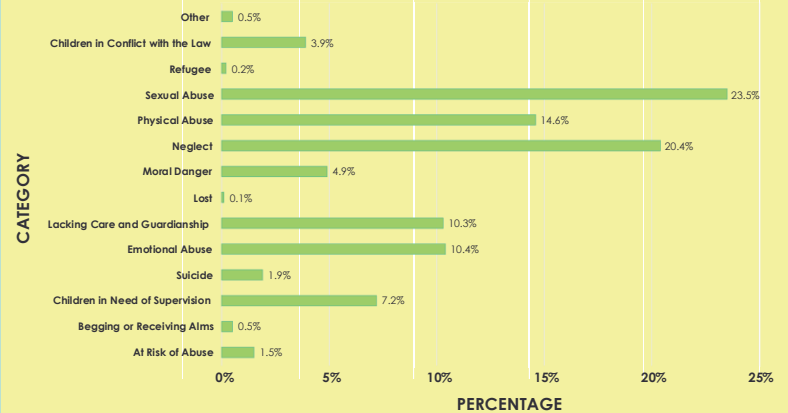
HIGHEST REPORTED CATEGORIES OF CHILD ABUSE AND MALTREATMENT

Reports of sexual abuse (22.6 percent), neglect (20.6 percent) and physical abuse (14.3 percent) collectively amounted to 57.5 percent of reports received in Trinidad and Tobago during Fiscal 2018/2019. Reports of sexual abuse, neglect and physical abuse have consistently been the highest reported types of abuse and maltreatment received by the Authority over the past Fiscal Years.

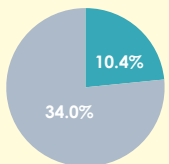
CHILDREN IN NEED OF CARE AND PROTECTION - TRINIDAD



NUMBER OF REPORTS RECEIVED IN TRINIDAD DURING FISCAL 2018/2019

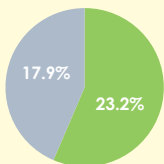


HIGHEST REPORTS DISAGGREGATED BY GENDER



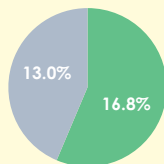
■ Male ■ Female

Category of Sexual Abuse disaggregated by gender shows that the majority of clients were female.



■ Male ■ Female

Category of Neglect disaggregated by gender shows that the majority of clients were male closely followed by female clients.



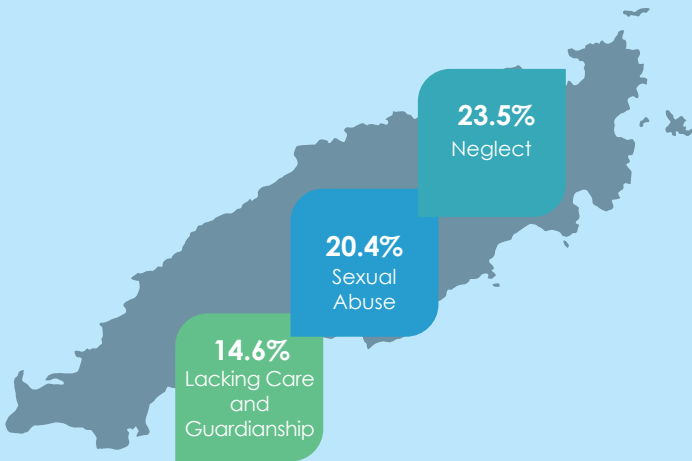
■ Male ■ Female

Category of Physical Abuse disaggregated by gender shows that clients were affected almost equally.

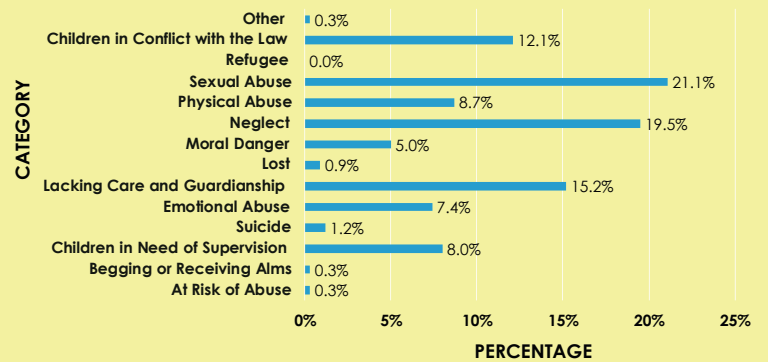
HIGHEST REPORTS RECEIVED DISAGGREGATED BY AGE

Category of Care and Protection	Under 1 Year Old	1-3 Years	4-6 Years	7-9 Years	10-13 Years	14-15 Years	16-17 Years
Children in Need of Supervision	0.5%	3.2%	3.9%	4.1%	6.2%	12.8%	14.7%
Lacking Care and Guardianship	28.4%	17.1%	12.9%	10.3%	8.5%	5.3%	5.6%
Neglect	32.3%	24.9%	26.6%	28.0%	19.8%	13.0%	7.4%
Physical Abuse	12.9%	18.3%	15.9%	18.8%	16.9%	10.2%	7.5%
Sexual Abuse	5.0%	12.5%	17.3%	17.9%	26.6%	32.4%	35.9%
Children In Conflict With The Law	0%	0%	0.7%	0.8%	1.8%	7.2%	15.3%

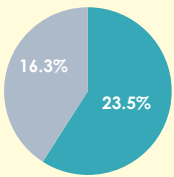
CHILDREN IN NEED OF CARE AND PROTECTION - TOBAGO



NUMBER OF REPORTS RECEIVED IN TOBAGO DURING FISCAL 2018/2019

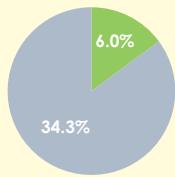


HIGHEST REPORTS DISAGGREGATED BY GENDER



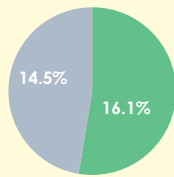
■ Male ■ Female

Category of Neglect disaggregated by gender shows that the majority of clients were male.



■ Male ■ Female

Category of Sexual Abuse disaggregated by gender shows that the majority of clients were female.



■ Male ■ Female

Category of Children Lacking Care and Guardianship disaggregated by gender shows that clients were affected almost equally.

HIGHEST REPORTS RECEIVED DISAGGREGATED BY AGE

Category of Care and Protection	Under 1 Year Old	1-3 Years	4-6 Years	7-9 Years	10-13 Years	14-15 Years	16-17 Years
Children in Need of Supervision	0%	0%	1.9%	1.1%	6.1%	11.3%	15.6%
Lacking Care and Guardianship	66.7%	28.1%	22.6%	21.3%	13.6%	9.0%	5.7%
Neglect	33.3%	31.3%	28.3%	28.7%	25.8%	18.8%	10.6%
Physical Abuse	0%	9.4%	11.3%	12.8%	11.4%	10.5%	9.2%
Sexual Abuse	0%	12.5%	22.6%	25.5%	30.3%	31.6%	29.1%
Children In Conflict With The Law	0%	0%	0%	0%	2.3%	6.8%	19.1%

REPORTED ALLEGED PERPETRATOR OF ABUSE

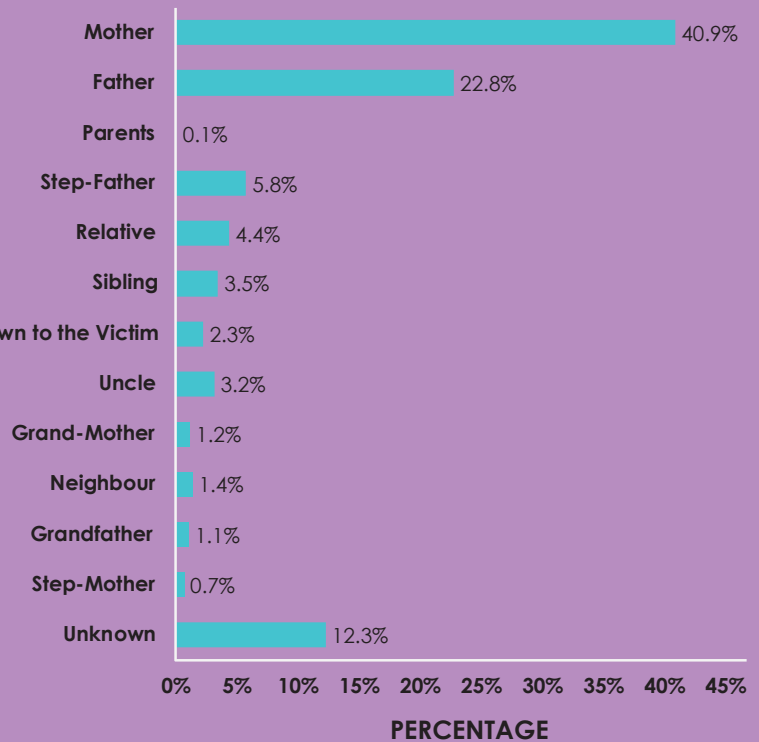
TRINIDAD AND TOBAGO

It has been noted over the past four years of operations, that mothers have consistently been identified by persons reporting cases to the Authority as the alleged perpetrator of abuse and maltreatment of children across Trinidad and Tobago.

During Fiscal 2018/2019, mothers accounted for 40.9 percent of reports of alleged perpetrators.

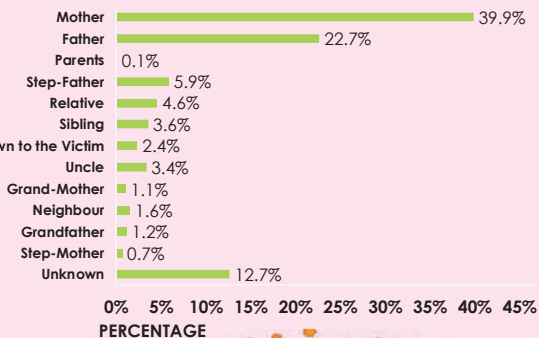
ALLEGED PERPETRATOR

Other Person Known to the Victim



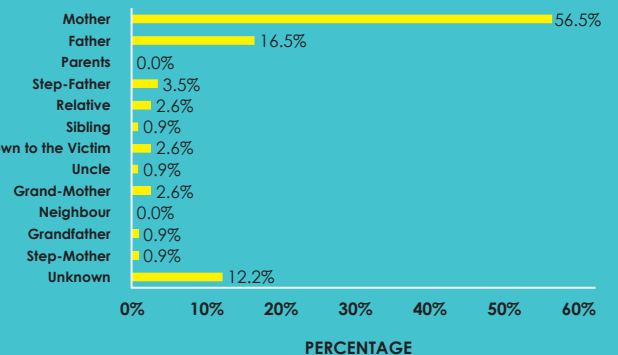
TRINIDAD

ALLEGED PERPETRATOR



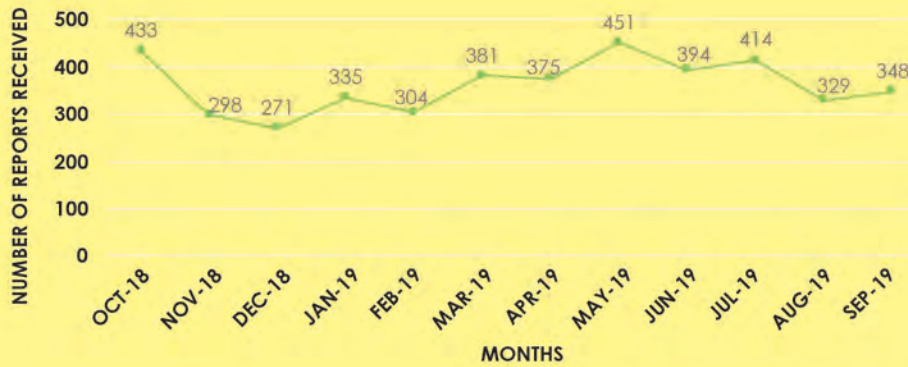
TOBAGO

ALLEGED PERPETRATOR

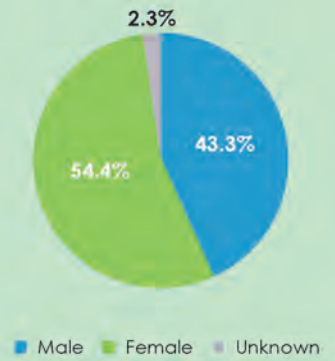


SNAPSHOT: CHILDREN IN NEED OF CARE AND PROTECTION

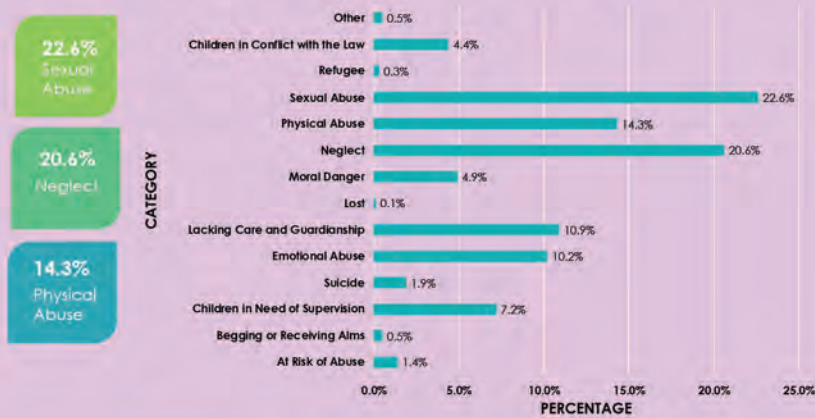
CASE LOAD



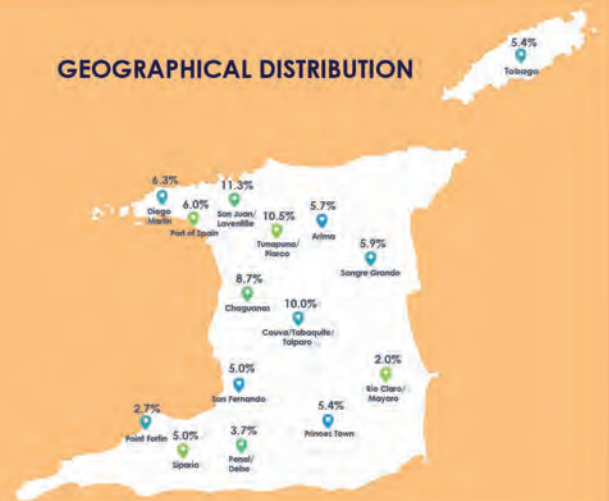
SEX OF CLIENTS



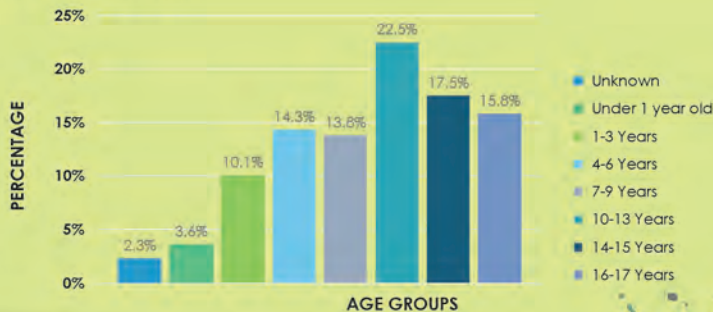
CATEGORIES OF CHILD ABUSE AND MALTREATMENT



GEOGRAPHICAL DISTRIBUTION



AGE OF CLIENTS





LOOKING AHEAD

LOOKING AHEAD

A continuous call by the Authority over the years has been the need for placement options for children. Therefore, over the next Fiscal, the Authority will seek to increase its efforts for permanent placement options for children, who for varying reasons cannot return to their biological parents. The Authority is well aware that timely and sustainable decision-making about long-term arrangements for children in care is crucial to their future protection and wellbeing.

The Authority's Permanency Plan will seek to provide children in need of a loving home and family with long-term care arrangements with families that can offer lifetime relationships and a sense of belonging.

This objective ties in with the Authority's guiding principle that children thrive best in familial environments. We have noted that there are different issues at stake for infants and adolescents; differences in risk levels; differences in child needs; and differences in the quality of relationships between the child and parents that influence the optimum timing of permanency planning. Therefore, decisions should neither be unduly delayed nor rushed.

For Fiscal 2020, we will intensify efforts to develop a specialised pool of foster carers, who can cater to the needs of teenagers, children living with mental illness, different forms of disabilities, and other special needs. It is envisioned that permanency for teens would include the recruitment of a Fit Person/or Prospective Adoptive Parents, while simultaneously helping the teen develop a relationship with relatives or other adults, so that support is in place if an adoptive family cannot be identified before the teen turns 18 years.

We will seek the support of persons with specialised backgrounds and training who will be ably qualified to meet the needs of teens who are often the forgotten population of children. The Authority has found it challenging to place this grouping since most persons are reluctant to provide care for teens and children with special needs. However, they require the same love and attention to grow into adulthood. The Authority also hopes to free as many children as possible who currently reside at Children's Homes so they can be adopted.

As we look ahead, we expect early in Fiscal 2020 to establish two Reception Centres. These Centres will provide specialised and targeted intervention to aid in the rehabilitation of the children for whom this twelve-week placement option will be utilised.

As one of the many agencies in the child protection sector, we are cognisant of the efforts of our key partners in the field, whether they are internal or external. Therefore, continued emphasis will be placed on building harmonious relationships with both internal and external stakeholders, in order to provide positive outcomes for the children who come to our attention. With respect to our internal stakeholders, we intend to focus on continued building of the capacity of our staff by providing them with the relevant, contemporary training and resources. We also intend to build upon the capacity of the organisation to effectively respond to the myriad needs of our nation's children and their families, in conjunction with agencies in the sector.

Several operational improvements are scheduled to be undertaken within the next Fiscal. These include the implementation of a Records and Case Management System and the replacement of our current data management system - CPIMS. As the Authority moves into its fifth year of operations, it is the intent that the replacement model for the data management system will offer additional flexibility and serve as a core case management system for all Units within the organisation.

Fiscal 2020 will also see the culmination of the Authority's National Baseline Study on Public Perceptions on Child Protection Issues in Trinidad and Tobago. The Study was initiated in 2018 to determine baseline indicators for attitudes towards and perceptions of children, children's rights, children's values, child abuse and child protection as a platform for impact evaluation in future policy development. The Study will assist the organisation in designing appropriate interventions, including the development of a more detailed public education campaign, with the aim of reducing the prevalence of child abuse and neglect; determining the public's level of awareness, concern and acceptance of child protection issues, corporal punishment, bullying; children exhibiting challenging behaviours; and assessing the public's likelihood of reporting incidences and/or suspicions of child abuse and neglect to official authorities. It is hoped that these updates will further align current processes with the organisation's legislative mandate.

CA'S FIRST ANNUAL TEAM COOKOUT



CA'S COASTAL CLEAN-UP INITIATIVES



END OF YEAR EVENT



FINANCIAL STATEMENTS

CHILDREN'S AUTHORITY OF TRINIDAD AND TOBAGO, CHILDREN AUTHORITY FUND UNAUDITED FINANCIAL STATEMENTS

For the Financial Year Ended 30th September, 2019

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Statement of Financial Position

Statement of Comprehensive Income and Accumulated Fund

Statement of Cash Flows

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STATEMENT OF FINANCIAL POSITION AT 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

ASSETS		2019	2018
CURRENT ASSETS	Notes		
Investments		\$ 280,245	\$ 277,846
Cash in hand and at bank		4,861,276	9,577,971
Receivables and prepayments	C	2,528,601	569,545
TOTAL CURRENT ASSETS		<u>7,670,122</u>	<u>10,425,362</u>
NON-CURRENT ASSETS			
Property, Plant and Equipment	D	13,718,097	10,558,065
Intangible Assets	E	180,662	437,805
TOTAL ASSETS		<u><u>21,568,881</u></u>	<u><u>21,421,232</u></u>
LIABILITIES			
CURRENT LIABILITIES			
Payables and accruals	F	7,279,906	5,147,366
Deferred government grants	G	2,424,563	2,306,793
TOTAL CURRENT LIABILITIES		<u>9,704,469</u>	<u>7,454,159</u>
NON-CURRENT LIABILITIES			
Deferred government grants	G	11,474,196	8,689,077
		<u>11,474,196</u>	<u>8,689,077</u>
RESERVES			
Accumulated fund		390,216	5,277,996
		<u>11,864,412</u>	<u>13,967,073</u>
TOTAL RESERVES AND LIABILITIES		<u>\$ 21,568,881</u>	<u>\$ 21,421,232</u>

Chairman: _____

Member: _____

The accompanying notes on pages 93 to 102 form an integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME AND ACCUMULATED FUND FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

	Notes	2019	2018
Government grants	G	\$ 66,883,419	\$ 61,039,250
Other income		27,399	7,300
Project expenses		(1,216,669)	(64,285)
Operating expenses	H	(68,116,012)	(56,345,360)
Depreciation & Amortisation		(2,424,563)	(2,306,793)
Loss on disposal of property, plant and equipment		(31,569)	-
Finance cost		(9,785)	(85,912)
SURPLUS/(DEFICIT) FOR THE YEAR		<u>(4,887,780)</u>	<u>2,244,200</u>
ACCUMULATED FUND			
Balance at beginning of year as previously stated		5,277,996	2,975,674
Prior Year Adjustment		-	58,122
(Deficit)/Surplus for the year		(4,887,780)	2,244,200
BALANCE AT END OF YEAR		<u>\$ 390,216</u>	<u>\$ 5,277,996</u>

The accompanying notes on pages 93 to 102 form an integral part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

	2019	2018
OPERATING ACTIVITIES		
(Deficit)/Surplus for the year	\$ (4,887,780)	\$ 2,244,200
Adjustments to reconcile net income to net cash Provided by operating activities:		
Depreciation	2,364,342	2,226,499
Amortisation	60,221	80,294
Write off of intangible asset	196,922	
Disposal of property, plant and equipment	131,349	-
Prior year adjustment	-	58,122
Changes to operating assets and liabilities:		
(Increase)/Decrease in receivables and prepayments	(1,959,056)	(241,675)
Increase/(Decrease) in accounts payable and accruals	2,132,540	810,754
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>(1,961,462)</u>	<u>5,178,194</u>
Purchase of property, plant and equipment	(5,655,723)	(1,666,775)
NET CASH USED IN INVESTING ACTIVITIES	<u>(5,655,723)</u>	<u>(1,666,775)</u>
FINANCING ACTIVITIES		
Movement in deferred government grants	2,902,889	(640,018)
NET CASH PROVIDED/(USED IN) BY FINANCING ACTIVITIES	<u>2,902,889</u>	<u>(640,018)</u>
(DECREASE)/INCREASE IN CASH	(4,714,296)	2,871,401
Cash and cash equivalents at beginning of year	9,855,817	6,984,416
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u><u>5,141,521</u></u>	<u><u>9,855,817</u></u>
Represented by:		
Cash in hand and at bank	4,861,276	9,577,971
Investments	280,245	277,846
	<u><u>\$ 5,141,521</u></u>	<u><u>\$ 9,855,817</u></u>

The accompanying notes on pages 93 to 102 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE A – ESTABLISHMENT AND OBJECTIVES

The Children's Authority of Trinidad and Tobago (the Authority) was established in the Republic of Trinidad and Tobago under the guidelines stated in the Children's Authority Act, No. 64 of 2000 and the amendments in the Children's Authority (Amendment) Act, No. 14 of 2008. The Authority has been set up to fulfil the objectives of the Act which are to promote the wellbeing of all children in Trinidad and Tobago; provide care and protection for vulnerable children; and comply with certain obligations under the United Nations Convention on the Rights of the Child.

The Authority is managed by a Board of Management, which is appointed by the President. The Board shall include Members who possess professional qualifications and skills in child psychology, child psychiatry, social work, paediatrics and education, accounting and family law.

NOTE B – SIGNIFICANT ACCOUNTING POLICIES

- (i) The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

Basis of Preparation – The financial statements of the Authority have been prepared in accordance with International Financial Reporting Standards ("IFRS"). The financial statements have been prepared under the historical cost convention modified by the revaluation of certain assets and liabilities.

The preparation of the financial statements in conformity with IFRSs requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE B – SIGNIFICANT ACCOUNTING POLICIES – (Continued)

(ii) Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Authority operates ('the functional currency'). The financial statements are presented in Trinidad and Tobago dollars which is the Authority's presentation currency.

(iii) Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. All other costs for repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using either the reducing balance or straight-line method. The following annual rates are used for the depreciation of property, plant and equipment.

Reducing balance method:

Computer equipment	- 33.3%
Software	- 25%
Furniture and fixtures	- 10%
Office equipment	- 20%
Security equipment	- 20%
Medical equipment	- 20%
Motor vehicles	- 20%

Straight line method:

Leasehold improvements	- Over 12 years
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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE B – SIGNIFICANT ACCOUNTING POLICIES – (Continued)

(vi) Provisions

Provisions are recognised when the Authority has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Where there are a number of similar obligations as a whole, a provision is recognised even if the likelihood of an outflow with respect to any one item included in the service class of obligations may be small.

(vii) Revenue Recognition

Interest income is measured using the effective interest method on the accruals basis.

(viii) Government Grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Authority will comply with all attached conditions.

Grants received where the Authority has yet to comply with all attached conditions are recognised as a liability in the statement of financial position and released to income when all attached conditions have been complied with.

Grants related to the acquisition of property, plant and equipment are treated as deferred grants and recognised in the statement of comprehensive income over the life of the assets.

Grants related to compensation for non-capital expenditure are recognised in the statement of comprehensive income in the period it is received or receivable.

NOTE C – RECEIVABLES AND PREPAYMENTS

	2019	2018
Receivables	\$ 2,055,294	\$ 216,907
Security deposits	204,527	147,799
Prepayments	268,780	204,839
	<u>\$ 2,528,601</u>	<u>\$ 569,545</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE D – PROPERTY, PLANT AND EQUIPMENT

	Computer Equipment	Furniture and Fixtures	Office Equipment	Medical Equipment	Security Equipment	Motor Vehicles	Leasehold Improvements	Total
Cost								
At beginning of year	4,229,491	2,771,714	648,969	1,482,446	653,288	2,514,933	8,689,720	20,990,561
Disposals	(8,733)	-	-	-	-	(307,247)	-	(315,980)
Additions	1,415,395	455,241	22,633	216,730	247,685	312,410	2,985,629	5,655,723
At end of year	5,636,153	3,226,955	671,602	1,699,176	900,973	2,520,096	11,675,349	26,330,304
Accumulated Depreciation								
At beginning of year	2,623,114	1,112,441	305,472	716,111	249,723	1,232,757	4,192,878	10,432,496
Disposals	(3,232)	-	-	-	-	(181,399)	-	(184,631)
Current year charge	767,098	183,086	71,978	164,002	100,524	283,333	794,321	2,364,342
At end of year	3,386,980	1,295,527	377,450	880,113	350,247	1,334,691	4,987,200	12,612,207
Net Book Value 2018	1,606,377	1,659,273	343,497	766,335	403,565	1,282,176	4,496,842	10,558,065
Net Book Value 2019	2,249,173	1,931,428	294,152	819,063	550,726	1,185,405	6,688,150	13,718,097

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE E – INTANGIBLE ASSETS

	<u>2019</u>	<u>2018</u>
<u>Cost</u>		
At beginning of year	\$ 789,381	\$ 789,381
Disposals	(196,922)	-
Additions	-	-
	<u>592,459</u>	<u>789,381</u>
<u>Accumulated Amortization</u>		
At beginning of year	\$ 351,576	\$ 271,282
Disposals	-	-
Additions	60,221	80,294
	<u>411,797</u>	<u>351,576</u>
Opening Net Book Value	437,805	518,099
	<u>180,662</u>	<u>437,805</u>

NOTE F – PAYABLES AND ACCRUALS

	<u>2019</u>	<u>2018</u>
Sundry payables	\$ 2,577,605	\$ 1,452,161
Other Liabilities	787,019	542,720
Accruals	3,915,282	3,152,485
	<u>\$ 7,279,906</u>	<u>\$ 5,147,366</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE G – DEFERRED GOVERNMENT GRANTS

	<u>2019</u>	<u>2018</u>
Year Ended September 30, 2019		
Balance at beginning of year	\$ 10,995,870	\$ 11,635,888
Grants received for capital expenditure	5,655,723	1,666,775
Transfers to statement of comprehensive income	(2,424,563)	(2,306,793)
Disposals	(328,272)	-
	<u>2,902,888</u>	<u>(640,018)</u>
Net transfer to government grants	2,902,888	(640,018)
Balance at end of year	\$ <u><u>13,898,758</u></u>	\$ <u><u>10,995,870</u></u>

NOTE G – GOVERNMENT GRANTS

	<u>2019</u>	<u>2018</u>
Recurrent expenditure grant	\$ 65,297,433	\$ 56,228,999
Development expenditure grant	4,488,874	4,170,233
Transfer from deferred government grants	(2,902,888)	640,018
	<u><u>\$ 66,883,419</u></u>	<u><u>\$61,039,250</u></u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019

(Expressed in Trinidad and Tobago Dollars)

NOTE G – DEFERRED GOVERNMENT GRANTS

The government grants have been presented in the Statement of Financial Position under both Current and Non-Current Liabilities.

	<u>2019</u>	<u>2018</u>
Non-Current Liability	\$ 11,474,196	\$ 8,689,077
Current Liability	<u>2,424,563</u>	<u>2,306,793</u>
	<u>\$ 13,898,759</u>	<u>\$ 10,995,870</u>

The accounting approach for the recognition of grants is the income approach under which the grant is recognized in the Statement of Comprehensive Income over one or more period.

NOTE H – OPERATING EXPENSES

Operating expenses include the following:

	<u>2019</u>	<u>2018</u>
Salaries	\$ 35,543,140	\$ 26,755,005
Directors' fees	791,592	744,839
Gratuity	3,330,079	4,999,238
Accommodation cost	5,957,436	6,180,998
Number of employees at year end	250	166

NOTE I – FINANCIAL INSTRUMENTS

- (i)! Fair Values – The carrying amounts of short-term financial assets and liabilities comprising cash in hand and at bank, investments, receivables and prepayments and payables and accruals are a reasonable estimate of their fair values because of the short maturity of these instruments.
- (ii)! Credit Risk – The Authority has no significant concentration of credit risk.





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