Police (Civilian Oversight) Authority

ANNUAL REPORT

April 1, 2010 to March 31, 2011

1A North Avenue
Kingston Gardens
Kingston C.S.O., Jamaica
(http://www.pcoa.gov.jm)

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VISION STATEMENT

To be a model Police Civilian Oversight Authority focused on enhancing the culture of policing in the community through professionalism and police-community partnerships built on openness, equity, trust and accountability.

MISSION STATEMENT

To aid the transformation of the Jamaica Constabulary Force and its Auxiliaries into a highly motivated professional, disciplined, and service oriented Police Service that works in close partnership with the community through modern democratic policing practices, performing with courage, diligence, honesty, impartiality and accountability. To achieve this end we will:

- Monitor the implementation of policy relating to the Force and its Auxiliaries
- Monitor the standard of performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of policing are maintained, and to report thereon
- Conduct inspections of the Force and the Auxiliaries
- Monitor the management and use of financial and other resources of the Force and the Auxiliaries
- Perform such other functions as may be necessary for promoting the efficiency of the Force and the Auxiliaries.

It affords me great pleasure to once again report on the various activities and functions of the Police Civilian Oversight Authority (PCOA).

It has been another challenging year but through the relentless efforts and commitment of the extremely dedicated staff, much has been achieved. To them I extend my heartiest congratulations and gratitude for their perseverance amidst these difficult times.

The PCOA continues to be emphatic in its focus on the inspections and monitoring process as we believe that this impacts directly on raising the culture of accountability in the Jamaica Constabulary Force (JCF).

For the period 2010/11, the PCOA endeavored to build on its accomplishments from the previous year however, with the unexpected interruption in the inspection and monitoring schedule to assist the Office of the Public Defender for a period of three months, this was derailed. All told, 40 stations in four Divisions were comprehensively inspected in addition to conducting seven special inspections, which focused on prisoners in custody.

It is reassuring to note that there is a growing appreciation for the work being done by the Inspection and Monitoring team as borne out in the feedback from both the Station and Divisional levels. This is highly commendable and validates the efforts of the team in this regard.

Whereas there are some positive signs emerging in the provision of policing services, unfortunately the JCF is beset with significant resource constraints which still affect the gains. The most significant positive trend however, is in the area of Divisional Policing Plans and Targets, where it is apparent that considerable effort has been expended by the JCF to put in place, relevant plans and measurable targets. This has been an area in need of attention for a long time and we are pleased that this is moving forward.

During the year however, the status of Police lock-ups, in particular the practice of overcrowding remained a major concern and therefore this among other breaches were forcefully reported on to the JCF and the Ministry of National Security.

As we await the merger of the Police Service Commission and PCOA, the Authority continues to struggle with the absence of a core staff of Inspectors/ Monitors, which cannot be taken on board to improve our human resource capacity, due to the lack of budgetary provisions. Therefore, in setting the stage for continued progress in civilian oversight of law enforcement, there is need to ensure that the Authority has the requisite funds and human resource capacity to perform its full functions as outlined in the PCOA Act of 2005

Amidst these challenges, our most pressing priority remains assisting the JCF in its transformation process. This will also require the full focus of all relevant stakeholders and, the PCOA, is resolute that this process must continue for the betterment of our society. I am confident that the desired results will come and we remain fully supportive of this process and paradigm shift.

As we look forward to the future, the PCOA renews its commitment to work assiduously in restoring the trust and reassurance that all citizens of Jamaica need from the JCF, which is critical in building a better and safer society for all.

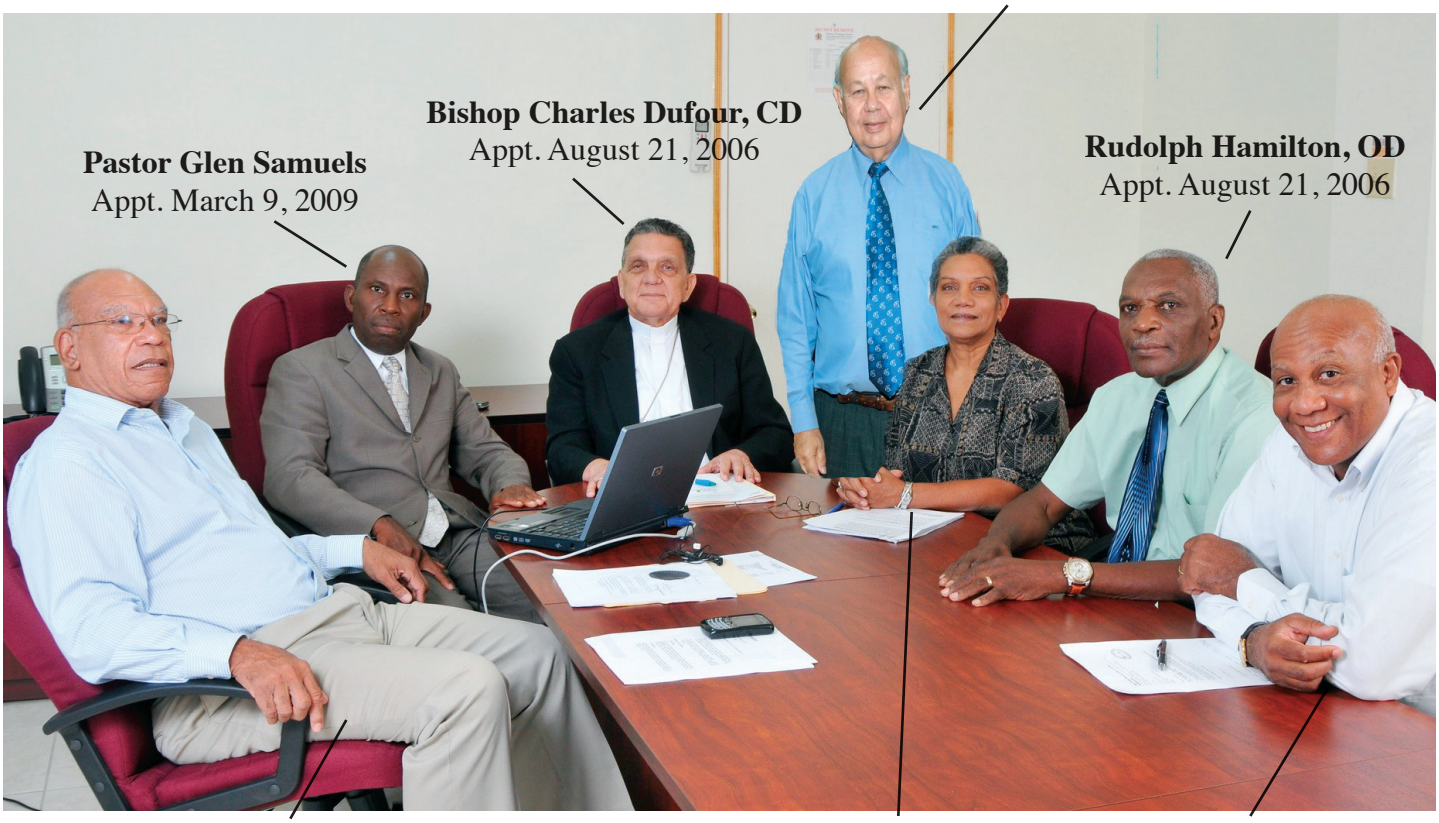
The Most Rev. Charles H. Dufour, C.D., D.D.
Chairman of the Police Civilian Oversight Authority & Roman Catholic Bishop of Montego Bay, March 31, 2010.

The Hon. Oliver Clarke, OJ
Appt. August 21, 2006

Bishop Charles Dufour, CD
Appt. August 21, 2006

Pastor Glen Samuels
Appt. March 9, 2009

Rudolph Hamilton, OD
Appt. August 21, 2006



The Hon. Dr. Marshall Hall, OJ
Appt. August 30, 2007

Arlene Harrison Henry
Appt. October 31, 2006

Gladstone Lewars
Appt. August 26, 2006

In accordance with the PCOA Act, 2005, Section 3 Constitution of Authority – (1) which states that, "The Authority shall consist of not less than five nor more than seven members," **[Appendix 1]** there are seven members appointed by the Governor General. The members are as follows:The Most Rev. Charles Dufuor (Chairman); The Hon. Oliver Clarke, OJ; Mr. Rudolph Hamilton, OD; Mrs. Arlene Harrison Henry; Mr. Gladstone Lewars; The Hon. Dr. Marshall Hall, OJ and Pastor Glen Samuels.

Meetings and Attendance

The PCOA Act, 2005 Section 3 – Schedule 14 (1) requires that, "The Authority shall meet at least once per month for ten calendar months of every year and at such other times as may be expedient for the carrying out of its functions and such meetings shall be held on such days and at such places as the Chairman may determine." **[Appendix 1]** During the period April 1, 2010 to March 31, 2011, the Authority held 10 meetings. For calendar year 2010, meetings were held on April 15, May 18, June 14, July 20, September 28, October 19, and November 16. Meetings were held on January 18, February 15 and March 15 in the 2011 calendar year. (See Attendance Table below)

Members	Meetings Attended	Apologies
Bishop Charles Dufour, CD	8	1
The Hon. Oliver Clarke, OJ	6	4
Rudolph Hamilton, OD	8	-
Arlene Harrison Henry	9	-
Gladstone Lewars	9	1
The Hon. Dr. Marshall Hall, OJ	8	2
Pastor Glen Samuels	2	3

RAISING POLICE ACCOUNTABILITY THROUGH INSPECTIONS, MONITORING AND REPORTING

Having completed the bulk of our benchmarking training with overseas practitioners of police oversight as well as completing the implementation of our information technology infrastructure, our plan for 2010/2011 centred on inspecting and reporting on the performance of policing service in seven geographical policing Divisions.

We posit, and remain convinced that the areas of Leadership and Management, Accountability and Culture Change, play a significant role in the transformation process of the Jamaica Constabulary Force (JCF). The significance of these three areas is not only to be borne out by their individual and collective merits, but more so for their primacy in the sequence of the transformative drivers of the JCF.

That is, we believe that, through the development of the Leadership and Management cadre, the acceptance of Accountability is raised, which in turn, drives the process of Culture Change. We trust that raising the awareness and competences in these areas, will lead to a police service which is 'Service Oriented, Professional, and Accountable'.

The areas of Leadership and Management, Accountability, and Culture Change are major chapters of discussion in the JCF Strategic Review Report, and significant levels of capital injection are not necessarily required to raise these competencies. As a result, our Inspections and Monitoring Programme this year has been particularly attentive to testing and reporting on these areas, as a means of driving the transformative process.

Despite challenges relating to human resource capacity, we have nonetheless continued to perform our functions including our core inspections and monitoring role with our existing managerial and administrative staff.

OVERVIEW OF 2010/2011

For the period under review our annual inspections and monitoring target consisted of planned inspections of 70 police stations/posts throughout seven geographical Divisions. However, as a result of the security forces operations in Western Kingston in May 2010 and the associated loss of life and damage to property, the PCOA in an extraordinary Members Meeting on June 2, 2010 agreed to deploy PCOA staff in support of the Office of the Public Defender in its inquiries to establish the precise number of persons killed and, to ferret evidence of unwarranted economic loss. This support, though important, interrupted our normal schedule of monitoring and inspection activities and lasted for three months. We resumed our Divisional inspections in September 2010 with the St. James Division. In addition, the PCOA continued its efforts to build awareness about the role and function of the Authority through community engagements and also broadened its partnerships with local and international expertise in effective civilian oversight of law enforcement.

INSPECTIONS AND MONITORING

During the financial year 2010 to 2011, the Inspection and Monitoring Unit (IMU) successfully executed activities both within and outside of the PCOA. Those activities included the creation of a Report Scorecard for use in JCF Divisional inspections; supporting the Office of the Public Defender with its investigations into the May 2010 operations of the Security Forces in Tivoli Gardens; inspections of JCF Divisions; and meetings with the JCF Inspectorate of the Constabulary.

JCF Division Inspection Scorecard

Referred to initially as the PCOA Inspection Web Reporting Format, the JCF Division Inspection Scorecard is the end product of a project aimed at: producing an abbreviated report on the quality of police services in a geographic division for the public and the JCF, and commencing the process of using tangible measurements as a uniform template to rate the police service across the Divisions. The Scorecard is divided into two sections: general policing deliverables and Divisional targets enunciated in the Police Commissioner's Strategic Priorities and the Division's own policing plan. The Unit also had dialogue with the JCF High Command, who gave the instrument a positive review. The scorecard was first introduced to the public at a General Stakeholders' Meeting of the St. Catherine Parish Development Committee at the St. Catherine Parish Council Chambers on June 30, 2010. **[Appendix 2]**

Supporting the Office of the Public Defender

During the period July to September, 2010, the Unit suspended its normal activities in order to provide support to the Office of the Public Defender. That Office had initiated an investigation into the operations in Tivoli Gardens in May 2010 by the security forces. Specifically, the Unit was assigned the task of assisting with establishing the precise body count of the deceased arising from this operation. This involved observing the process of identification of the bodies retrieved in Tivoli Gardens; and, tracking the movement of bodies from Tivoli Gardens to the morgue for autopsy and interviewing relatives/ persons, who confirmed the identity of the bodies prior to the autopsies. Tracking the movement of bodies encompassed canvassing three funeral homes (Madden's, Brown's and Taylor's) and four hospitals in Kingston (Kingston Public Hospital, St. Joseph's, Nuttall and Andrews) for confirmation of any 'pass through' of the bodies at those locations.

The Unit attended the autopsies on 73 bodies at the Spanish Town Hospital Morgue and a facility located on Norman Road in Kingston during its engagement with the Public Defender's Office. The Unit was also required to document fragments removed from bodies in addition to, evidencing the chain of custody of these exhibits.

JCF Inspections (Divisions and Stations)

The PCOA team completed and reported on inspections of 40 stations across four Divisions. The Unit also conducted 'exit interviews' with the command teams for the Divisions inspected and, participated in community meetings organized to present its findings from each inspection. **[Samples in Appendix 3]**

A report with attending Scorecard for each of the inspections was submitted to the Ministry of National Security with copies distributed to the Commissioner of Police and the Inspectorate of the Constabulary. Details of the inspection conducted by the Unit are provided in Table 1.

Division	Stations	Date of Inspections
St. Catherine North*	Browns Hall Bog Walk Point Hill Riversdale Spanish Town	April 1 to 8, 2010
St. James	Adelphi Amity Hall Anchovy Barrett Town Cambridge Coral Gardens Granville Montego Bay (Freeport) Montego Hills Salem	September 13 to October 5, 2010
Kingston Central	Allman Town City Centre Central Fletchers Land Gold Street	November 15 to December 20, 2010
St. Thomas	Bath Cedar Valley Golden Grove Llandewey Morant Bay Port Morant Seaforth Trinity Ville Yallahs	February 2 to 17, 2011
St. Ann	Alexandria Bamboo Browns Town Cave Valley Claremont Discovery Bay Moneague Ocho Rios Runaway Bay St. Ann's Bay Watt Town	March 14 to 31, 2011

Table 1: Details of Inspections conducted by the PCOA Inspection and Monitoring Unit for the period April 1, 2010 to March 31, 2011.

* This inspection commenced prior to the period under review on March 10 and included stations in Sligoville, Above Rocks, Glengoffe, Shady Grove, Ewarton, Guys Hill, Guanaboa Vale and Linstead.

Findings

In conducting its JCF inspections, the Unit maintained focus on selected areas of police service delivery. The areas included Records Management, with emphasis on entries in Station, General Property, Firearms and Ammunition Diaries as well as the Exhibit Register; Station Management, which encompassed human resources and the use of consumables; Prisoners in Custody as well as the implementation of the JCF Strategic Priorities for 2010.

When compared with the previous reporting period, the PCOA team found that the JCF's level of compliance with its own policies on Records and Resources Management continued to be below expectation. This was evident in diary entries that were reviewed. On the issue of human resources, the Unit had serious concerns about work schedules as it related to the number of hours per week that police personnel were expected to work. The PCOA team found that across all of the Divisions inspected, police personnel were scheduled for and completed long tours of duties – in some instances personnel worked over 70 hours for a week. With regard to the use of consumables (water and electricity) it was found that, generally there was some success in efforts by the Divisions to reduce their consumption of consumables.

In terms of Prisoners in Custody, there were major concerns regarding the overcrowding of cells at several lockups combined with the unsatisfactory physical conditions, poor ventilation and inadequate bathroom facilities in these lockups. The Unit also had serious concerns arising from a number of children observed in police lock-ups, which are not suitable environments for such children. As it relates to the maintenance of records for prisoners in custody, it was found that in several instances, records were poorly maintained with challenges particularly in the area of consistency and accuracy of the information recorded for prisoners in custody.

With respect to the implementation of the JCF Strategic Priorities for 2010/2011, the Unit found that the Divisions inspected demonstrated a congruence between their policing plans and the JCF Strategic Priorities. The PCOA team also found that the Divisional plans presented upon inspection contained targets and that, the Divisions were making some progress in achieving those targets.

"Special" Inspections

During the period under review there were eight inspections that were conducted by the PCOA. Those inspections, listed in Table 2 were directed at one area of police service – Prisoners in Custody, in order to monitor adherance to the the ***Jamaica Constabulary Force Manual: Force Standing Orders,*** especially amidst reports of non-compliance.

Target	Stations	Date
Prisoners in Custody	Hunts Bay	April 29, 2010
	Constant Spring	May 10, 2010
	Bull Bay	August 17, 2010
	Half Way Tree	August 18, 2010
	Lawrence Tavern	August 10, 2010
	Stony Hill	August 10, 2010
	Mandeville	January 27, 2011
	Porus	January 27, 2011

Table 2: Details of "Special Inspections" conducted by the Inspection and Monitoring Unit for the period April 1, 2010 to March 31, 2011.

Monitoring Re-inspections
As a mechanism to monitor the progress of the implementation of recommendations outlined in inspection reports, the Inspection and Monitoring Unit, intially targeted six months for re-inspection. With the maximum staff complement of two persons in the Unit, during the period under review achieving this target was challenging. However, the Unit endeavoured to incorporate re-inspection in its schedule and as such re-inspected the Bull Bay station in the East Kingston Division on August 17, 2010.

Meetings with JCF Inspectorate of the Constabulary
Regular meetings between the Unit and the JCF Inspectorate of the Constabulary were discontinued during the engagement with the Office of the Public Defender but subsequently resumed after this commitment. Since then, the parties have met first with the outgoing Inspector General, Deputy Commissioner Charles Scarlett and his successor, Deputy Commissioner Delworth Heath.

PUBLIC RELATIONS

From the inception, the PCOA has recognized that outreach activities form a critical component of the communications strategy to raise awareness of the work and function of the Authority in order to establish a measure of public confidence in the entity. With this in mind, the Authority through various mechanisms conducted outreach activities, meetings and a seminar to educate the community and relevant stakeholders about the mission and function of the Authority, in addition to making information accessible to the public about their Police Divisions.

Community Meetings/Outreaches
The Authority hosted two community meetings in collaboration with the Social Development Commission in the parishes of St. Catherine and St. James on June 30 and November 18, respectively. These meetings were hosted to present the Divisional Inspection Scorecard, following inspections in both Parishes. In the interim between the hosting of community meetings, the Authority undertook speaking engagements at several service clubs such as Kiwanis, Optimist and Rotary Clubs in the parishes of St. James, St. Catherine and Kingston and this was in addition to addressing meetings hosted by Parish Development Committees.

First Seminar
A ground breaking seminar was hosted by the Authority on November 24 at the Council Room located at the University of the West Indies. Held under the theme, ***'Broadening the Partnership of Civilian Oversight of Law Enforcement – International and Local Perspectives,'*** the seminar was specially designed to broaden partnerships and enhance the cross fertilization of ideas as it pertained to effective civilian oversight of law enforcement in Jamaica. A panel of experts in the field was assembled for the event and included: Mr. Jeffrey Schlanger, President and Chief Executive Officer of Keypoint Government Solutions (USA); Mr. William Blair, Chief of the Toronto Police Service (Canada); Mr. Mike Franklin, Commissioner, Independent Police Complaints Commission (UK); and, Mr. Terrence Williams, Commissioner, Independent Commission of Investigations (Jamaica).

Roundtable Discussion
The Authority also hosted a roundtable discussion with a four member contingent from West Midlands in the United Kingdom which included Chair of the West Midlands Police Authority (WMPA), Bishop Derek Webley, WMPA Chief Executive Officer, Jacky Courtney and West Midland Police Assistant Chief Constable, Sharon Rowe. The discussion was held under the theme, ***'Lessons from the Trenches: A Look at Civilian Oversight of Law Enforcement in Jamaica'.***

Building Subscription Base of Monthly Newsletter (PCOA Monitor)
The subscriber base continued to grow for the monthly E-newsletter, PCOA Monitor, which was developed in January 2010 to further promote the work of the Authority. To date, the newsletter is distributed to some 700 persons, consisting of attendees at previous forums and community meetings, members of the JCF, the Ministry of National Security; the US Embassy Narcotics Division, members of the National Association for Civilian Oversight of Law Enforcement (NACOLE) in the USA, the media and other relevant stakeholders.

HUMAN RESOURCES

This year, the PCOA received notification from the Ministry of National Security (our parent Ministry) and the Ministry of Finance and the Public Service that our request for the approval of three (3) posts of Inspector/Monitor (GMG/ SEG 1) had been approved effective September 1, 2010, 'subject to the availability of funds'. Unfortunately, funds to undertake this necessary headcount increase were not provided for in the 2010/2011 budget. Additionally, funding for the hiring of the approved Inspector/Monitors was not provided for in the recently tabled estimates of expenditure for 2011/2012.

Benchmarking Training and Development

The Authority provided representation at the 16th Annual Conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE) in Seattle, Washington, USA which was held during the month of September 2010. This interaction further established the PCOA's presence within the international community of civilian oversight practitioners. Another PCOA representative enrolled in the accredited NACOLE three (3) year programme, 'Certified Practitioners of Civilian Oversight of Law Enforcement' which is an internationally recognized designation. This brings the total to two staff members that are enrolled in the programme, one of which is expected to receive a Certified Practitioner of Oversight (CPO) designation, once examination results have been received.

All staff participated in a two-day workshop entitled, ***'Team Building through Emotional Intelligence,'*** developed by Partners for Change. This engagement proved very useful in building staff morale and comaradie.

FORGING AHEAD

Despite significant challenges still affecting the transformation of the JCF, we are encouraged by a number of positive signs which are indicative of a JCF internal acceptance of the need for transformation. The positive indicators have been:

- Greater attention and acceptance to the audit/ inspection process, which is a notable cultural shift;
- Some noted improvements in records management in some Divisions;
- Local initiatives and some successes at resource conservation (electricity and water);
- Greater Alignment of Strategic Priorities with Divisional Policing Plans.

The last bullet regarding the alignment of Strategic Priorities with Divisional Policing Plans is perhaps the most important improvement we have seen this past year. That is, we have witnessed throughout our inspections and monitoring programme, the development and promulgation of Divisional policing plans throughout all 19 geographical Divisions. These plans have been clear, objective, with measurable key performance indicators. Additionally, we believe that this rollout and methodology has been an important [and not well recognised] factor in procuring some success in reducing crime levels in Jamaica.

We will remain vigilant in our Inspections and Monitoring activities in order to facilitate the transformation of our Police Service

PCOA INSPECTION AND MONITORING TEAM IN ACTION

Corporal Dean Scott (left) points out defective gauges on police Launch to PCOA Manager, Inspection and Monitoring, Andrew Beaumont-Smith. Occasion was an inspection of the Marine Police Post in the St. Thomas Police Division in February, 2011.

PCOA Senior Director, Inspection and Monitoring, Gregory Simms (right) in discussion with DSP Sharon Beeput at the St. James Police Divisional Headquarters in September, 2010.

Sub Officer i/c of the Allman Town Police Station, Inspector Courtney Lilly (left) welcomes the PCOA Inspection Team to his station in December, 2010

The PCOA Team in action at the Island Special Constabulary Force Post in St. Ann's Bay in March, 2011.

SPECIAL INSPECTIONS

Inspector Clive Ramsay (left) briefing PCOA Legal Counsel, Otarah Byfield on prisoners in custody at the Mandeville Police Station in January 2011.

PCOA Manager of Inspection and Monitoring Andrew Beaumont-Smith (left) converses with relatives of one of the persons killed during the Tivoli Gardens incursion in June 2010.

EXIT INTERVIEWS

Manager, Inspection and Monitoring Andrew Beaumont-Smith (standing) shares findings from inspection with St. Catherine North Divisional Command in June 2010.

PCOA CEO, Dave McIntosh (standing) wraps up presentation of findings from an inspection at a Tasking Meeting of the St. James Divisional Command during October 2010

COMMUNITY OUTREACH

Residents in attendance at General Stakeholders' Meeting of the St. Catherine Parish Development Committee in June 2010 where the PCOA Team first unveiled its Divisional Inspection Report Scorecard.

Reverend Stephen Allen of Exodus Gospel Promotions International Church participates in post presentation discussion at community meeting hosted by the PCOA at the Montego Bay Civic Centre in November 2010.

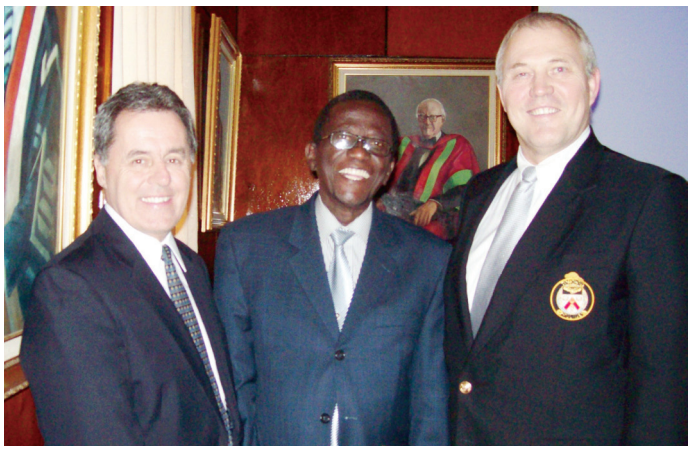
PCOA CEO, Dave McIntosh (centre) receives Certificate of Appreciation from Club Trainer, Emile Finlay (right) after presentation at a meeting of the Rotary Club of Downtown held at Wyndham Hotel in November 2010. Looking on is: President Lincoln Deane.

PCOA CEO, Dave McIntosh (standing) makes presentation to members of the Kiwanis Club of Montego Bay in November 2010 at the Wexford Hotel, St. James.

PCOA SEMINAR ON CIVILIAN OVERSIGHT OF LAW ENFORCEMENT ON NOVEMBER 24, 2010

International speakers at PCOA Seminar share a light moment during recess. From left to right are: Jeffrey Schlanger, President and CEO of KeyPoint Government Solutions (USA), Mike Franklin, Commissioner at the Independent Police Complaints Commission (UK); and, William Blair, Chief of the Toronto Police Service.

A cross section of participants who were in attendance at the groundbreaking seminar.



Senator Dwight Nelson (centre) Minister of National Security, is flanked by Canadian High Commissioner to Jamaica, Stephen Hallihan, (left) and Toronto Police Chief William Blair.

Toronto Police Chief William Blair (left) in conversation with ACP Les Green (right) and Inspector General, DCP Charles Scarlett

CONFERENCES AND MEETINGS

PCOA Senior Director, Inspection and Monitoring, Gregory Simms (left) and PCOA CEO, Dave McIntosh (right) taking time out with President of the Canadian Association for Civilian Oversight of Law Enforcement, John Phillips at the Annual Conference of the National Association for Civilian Oversight of Law Enforcement in (NACOLE) Seattle, Washington, USA in September 2010.

PCOA Members and staff pose with Sir Paul Stephenson, Commissioner of the London Metropolitan Police (fourth from right) and Police Commissioner, Owen Ellington (right) at a meeting in April 2010 at the University of the West Indies, Mona. From left to right are: PCOA CEO, Dave McIntosh, PCOA Members, the Hon. Oliver Clarke, Arlene Harrison Henry, PCOA Chairman, the Most Rev. Charles Dufour, PCOA Member, Rudolph Hamilton and PCOA Legal Counsel, Otarah Byfield.

PCOA Chairman, The Most Rev. Bishop Charles Dufour (left) in discussion with Children's Advocate, Mary Clarke (right), PCOA CEO, Dave McIntosh (second from right) and Carla Francis-Edie, CEO of the Child Development Agency prior to PCOA Members Meeting in March 2011.

PCOA CEO, Dave McIntosh (left) meets with Head of the Independent Commission of Investigations (INDECOM), Terrence Williams at INDECOM Offices in New Kingston in July 2010.

ROUNDTABLE DISCUSSION WITH CONTIGENT FROM WEST MIDLANDS, U.K., ON JANUARY 25, 2011

PCOA CEO, Dave McIntosh (right) in conversation with Chair of West Midlands Police Authority, Bishop Derek Webley (left), Assistant Chief Constable, West Midlands Police, Sharon Rowe (second from right) and Professor Gordon Shirley at the end of discussion held at the University of the West Indies (UWI).

PCOA Member, the Hon. Oliver Clarke (left) listens intently, while member of Police Service Commission, Captain Horace Burrell (right) makes a comment. Looking on from left to right are: Jacky Courtney, Chief Executive, West Midlands Police Authority; UWI Lecturer, Prof. Anthony Clayton and PS Gill Davenport, Staff Officer.

PCOA MEMBERS FACT FINDING TOUR OF TIVOLI GARDENS AFTER INCURSION ON JUNE 2, 2010

PCOA Member, the Hon. Oliver Clarke takes time out to speak with a resident of Tivoli Gardens while on tour of the community.

PCOA Members Tony Lewars (second from left) and the Hon. Dr. Marshall Hall (third from left) and PCOA CEO Dave McIntosh (right) engaging two residents while on tour of Tivoli Gardens during post incursion.

AUDITOR GENERAL'S DEPARTMENT
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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of the
Police Civilian Oversight Authority of Jamaica

Report on the Financial Statements

I have audited the accompanying Financial Statements of the Police Civilian Oversight Authority of Jamaica, set out on pages 1 to 13, which comprise the Balance Sheet as at March 31, 2011, Income and Expenditure Statement, Statement of Changes in Equity and Statement of Cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with generally accepted accounting principles. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal cont rol relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion the Financial Statements give a true and fair view of the financial position of the Police Civilian Oversight Authority of Jamaica as at March 31, 2011, and of its financial performance, and its cash flows for the year then ended in accordance with generally accepted accounting principles.

Report on Additional Requirements of the Police Civilian Oversight Authority of Jamaica Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.

.....
Pamela Monroe Ellis (Mrs.)
Auditor General

20/07/29
Date

Police Civilian Oversight Authority

Statement of Financial Position
for the year ended March 31, 2011

	Note	2011 $	Restated 2010 $
Non-current assets			
Property, plant and equipment	3	2,662,605	3,579,090
		2,662,605	3,579,090
Current assets			
Accounts receivable	4	922,610	640,710
Cash and cash equivalents	5	117,350	248,341
		1,039,960	889,051
Current Liabilities			
Provision for employee benefits	6	9,039,116	5,598,761
Accounts payable	7	358,700	279,954
		9,397,816	5,878,715
Net Current Assets		(8,357,856)	(4,989,663)
Net Assets		**(5,695,251)**	**(1,410,573)**
Equity and reserves			
Capital- GOJ Investment		2,656,086	2,656,086
General reserves		(8,986,910)	(5,066,102)
Donated assets reserve		635,573	999,444
Total Equity and reserves		**(5,695,251)**	**(1,410,573)**

Approved for issue on behalf of the Police Civilian Oversight Authority on March 31, 2011 and signed on its behalf by:

Chief Executive Officer

Chairman/ Director

Police Civilian Oversight Authority

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Statement of Financial Performance
for the year ended March 31, 2011

	Note	2011 $	Restated 2010 $
Revenue			
Subvention		29,295,071	29,084,386
Transfer from deferred income			1,265,137
Total Operating Revenue		**29,295,071**	**30,349,523**
Operating expenses			
Compensation of employees	8	21,200,810	22,302,003
Travel and subsistence		3,733,023	3,859,999
Rental of property		3,069,924	2,855,738
Public utilities		963,935	1,294,267
Administrative expenses	9	2,984,009	4,061,797
Board fees		580,571	(61,914)
Depreciation		916,485	916,372
Grant expenditure	10	125,097	1,275,637
Total Operating Expenses		33,573,854	36,503,899
Surplus/ (Deficit) from operating activities		**(4,278,783)**	**(6,154,376)**
Transfer from donated assets reserve		363,871	363,871
Exchange gains/(Loss)		(7,555)	182,167
Interest Income		1,661	4,921
Net Surplus/(Deficit)		**(3,920,806)**	**(5,603,417)**

Police Civilian Oversight Authority

Statement of Changes in Equity

for the year ended March 31, 2011

	Contributed Capital	Donated Assets Reserve	General Reserve	Total
	$	$	$	$
Balance as at April 1, 2009	2,656,086	1,363,315	176,559	4,195,960
Prior period adjustment				-
Additions				-
Release from reserves		(363,871)		(363,871)
Surplus/(Deficit) for the year			(5,603,417)	(5,603,417)
Balance as at March 31, 2010	**2,656,086**	**999,444**	**(5,426,858)**	**(1,771,328)**
Balance as at April 1, 2010	2,656,086	999,444	(5,426,858)	(1,771,328)
Prior period adjustment			360,754	360,754
Restated amount	2,656,086	999,444	(5,066,104)	(1,410,574)
Additions				-
Release from reserves		(363,871)		(363,871)
Surplus/(Deficit) for the year			(3,920,806)	(3,920,806)
Balance as at March 31, 2011	**2,656,086**	**635,573**	**(8,986,910)**	**(5,695,251)**

Police Civilian Oversight Authority

Statement of Cashflows
for the year ended March 31, 2011

	2011 $	Restated 2010 $
Cash flows from operating activities		
Surplus/(Deficit) for the year	(3,920,806)	(5,603,417)
	(3,920,806)	(5,603,417)
Adjustments:		
Depreciation	916,485	916,372
(Profit)/Loss on sale of fixed assets		
Foreign exchange gain/loss		(182,167)
Transfer from deferred income		(1,265,137)
Increase/(decrease) in current assets	(281,900)	(640,710)
Increase/(decrease) in current liabilities	3,519,101	4,431,410
Transfer from donated assets reserve	(363,871)	(363,871)
Net cash provided by operating activities	(130,991)	(2,707,520)
Cash flows from investing activities		
Capital expenditure		
Proceeds from sale of fixed assets		
Net cash used in investing activities	-	-
Cash flows from financing activities		
Grant - NAS (US Embassy)		1,447,304
Net cash flows from financing activities	- -	1,447,304
Increase/(decrease) in cash and cash equivalents	(130,991)	(1,260,216)
Cash and cash equivalents at beginning of year	248,341	1,508,557
Cash and cash equivalents at end of the year	117,350	248,341
Represented by:		
Cash & balances with commercial banks	117,350	248,341
Petty cash & float		
	117,350	248,341

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

1. Identification

The Authority was established by an act of Parliament on 28 December 2005. Its principal activities are to:

- monitor the implementation of policy relating to the Jamaica Constabulary Force (Force) and the Auxiliaries,
- monitor the standard of the performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of policing are maintained and to report thereon;
- conduct inspections of the Force and Auxiliaries and,
- monitor the management and use of the financial and other resources of the Force and the Auxiliaries.

2. Statement of compliance, basis of preparation and significant accounting policies

i. Statement of compliance

a. These financial statements have been prepared in accordance with generally accepted accounting principles (GAAP) which is based on International Public Sector Accounting Standards (IPSAS) and International Financial Reporting Standards (IFRS) issued by the International Public Sector Accounting Standards Board (IPSASB) and International Accounting Standards Board (IASB) respectively, interpretations issued by the International Financial Reporting Standards Interpretation Committee of the IASB and recommendations by the Institute of Chartered Accountants of Jamaica.

b. The preparation of the financial statements to conform to generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the statement of financial position date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

ii. Basis of preparation

The financial statements are prepared under the historical cost convention, and are presented in Jamaican dollars ($), which is the reporting currency of the Authority.

iii. Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iv. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of the receivables.

v. Accounts payable and accrued charges

These are stated at cost.

vi. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation. Depreciation is calculated on the straight-line basis at annual rates to write off the assets over their estimated useful lives. Annual rates are as follows:

	%
Computers	25
Office Equipment	10
Furniture Fixtures & Fittings	10

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

vii. Amortisation of Donated Assets Reserve

The reserve is written off on a straight line basis over the life of the assets.

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

viii. Foreign currency translation

Transactions in foreign currency are converted at the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currency are translated using the exchange rate ruling at the statement of financial position date. Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognised in the statement of financial performance account.

ix. Employee benefits

Employee benefits that are earned as a result of past or current service are recognized as follows:

a. General benefits

A provision is made for the estimated liability for annual leave earned, for employees, that are not taken and gratuity not paid as at the date of the statement of financial position. The expected cost of vacation leave that accumulates is recognised when the employee becomes entitled to the leave.

x. Provisions

Provisions are recognised when the Authority has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

xi. Impairment and reversals of impairment

At the date of authorisation of the financial statements, there were no impairment reviews by the Authority. This lack of review is not expected to have a material impact on the financial statements.

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

xii. Financial instruments

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. The Authority's financial instruments at March 31, 2011 were receivables and payables.

xiii. Revenue recognition

Revenue is recognised in the income statement when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably and there is no continuing management involvement with the products.

Subvention is recognised when payments are made on behalf of the Authority by the portfolio ministry (Ministry of National Security). The Authority's expenditures are paid directly by the Ministry as no funds are disbursed to PCOA

Interest income is recognised in the income statement for all interest bearing instruments on an accrual basis unless collectibility is doubtful.

xiv. Taxation

No provision has been made for taxation as the Authority is tax exempt as per section 12 (b) of the Income Tax Act

xv. Financial risk

The Authority's activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Authority's overall risk management policies are established to identify and analyse risk exposure and to set appropriate risk limits and controls and to monitor risk and adherence limits. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Authority's financial performance.

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Accounts receivable and payable would be affected by this risk

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. Income and operating cash flows are substantially independent of changes in market interest rates. The Authority's interest rate risk arises from deposits.

	2011 $	2010 $
First Global Bank - Savings	9,565	9,565
First Global Bank – Foreign Currency	94,972	235,955
	104,537	**245,520**

d. Liquidity risk

Liquidity risk is the risk that an organisation will encounter difficulty in raising funds to meets its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalent balances and GOJ providing budgetary support.

	2011			
Financial Liabilities	Carrying Amount	Contract Amount	Due within 3 months	Due within 1 Year
Accounts Payable and Accruals	9,397,816	9,397,816	7,539,377	1,858,439
	9,397,816	**9,397,816**	**7,539,777**	**1,858,439**

	2010			
Financial Liabilities	Carrying Amount	Contract Amount	within 3 months	within 1 Year
Accounts payable and accruals	5,868,714	5,878,714	279,954	5,598,760
	5,868,714	**5,878,714**	**279,954**	**5,598,760**

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

e. Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Authority has limited concentration on risks. These are managed by GOJ through the Ministry of National Security. The Authority has the following financial assets:

	2011	2010
	$	$
Cash and cash equivalents	117,350	248,341
Accounts receivable and advances	922,610	640,710
	1,039,960	**889,051**

3. Fixed Assets

	Computer Hardware $	Office Equipment $	Office Furniture $	Total $
At Cost or Valuation				
April 1 2010	2,470,491	810,413	1,783,601	5,064,505
Additions	-	-	-	-
Disposals	-	-	-	-
March 31, 2011	2,470,491	810,413	1,783,601	5,064,505
Depreciation				-
April 1 2010	1,015,874	113,700	355,841	1,485,415
Disposals	-	-	-	-
Charge for year	653,966	81,759	180,759	916,485
March 31, 2011	1,669,840	195,459	536,600	2,401,900
Net Book Value				
31st March 2011	**800,651**	**614,954**	**1,247,001**	**2,622,605**
31st March 2010	**1,454,632**	**696,713**	**1,427,760**	**3,579,090**

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

4. Accounts receivable

	2011	2010
	$	$
Board members' fees	922,610	640,710

5. Cash and cash equivalents

	2011	2010
	$	$
Balance at bank	117,350	248,341
Cash in Hand	-	-
	117,350	248,341

6. Employee benefits

A provision is made for the estimated liability for untaken annual vacation leave and gratuity due as a result of services rendered by employees up to the balance sheet date.

	2011	2010
	$	$
Provision for gratuity	7,138,375	4,920,820
Provision for vacation leave	208,990	677,941
	7,347,365	**5,598,761**

7. Accounts payable

The accounts payable balance is comprised as follows;

	2011	2010
	$	$
Accrued expenses	358,700	279,954
	358,700	**279,954**

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

8. Emoluments to staff

	2011 $	2010 $
Salaries	17,760,455	16,703,243
Accrued gratuity and vacation leave	3,440, 355	5,598,760
	21,200,810	22,302,003

(I) In keeping with International Accounting Standard 19, "Employees benefits", an accrual of $7,347,365 has been made to reflect the value of gratuity and vacation leave earned in this financial year, which was not taken up to 31 March, 2011

9. Administrative expenses

	2011 $	2010 $
Security services	1,923,757	2,968,834
Office expenses	786,637	790,747
Internet charges	-	20,706
Advertising	-	84,552
Meals	103,590	137,390
Accommodation	170,025	17,900
Office supplies	-	41,668
	2,984,009	4,061,797

10. Grant Expenditure

	2011 $	2010 $
Benchmarking visits	-	8,900
Public relations	77,315	779,228
Administrative costs	47,782	477,009
	125,097	1,265,137

POLICE CIVILIAN OVERSIGHT AUTHORITY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2011

11. Government of Jamaica Capital Investment

These amounts represent initial notional loans received from the Government of Jamaica deemed to be expended on capital assets retained by the Authority at December 28, 2005. This has now been converted to equity in line with a change in GOJ policy.

2011	2010
$	$
2,656,086	2,656,086
2,656,086	**2,656,086**

12. Donated assets reserve

This represents the residual value of the assets donated to the Authority by the Government of Jamaica through the Public Sector Modernization Programme on December 28, 2005. The value of assets has been credited to the Donated Asset Reserve.

	$
Balance at April 1, 2010	999,443
Depreciation Charge	(363,871)
Balance at March 31, 2011	635,572

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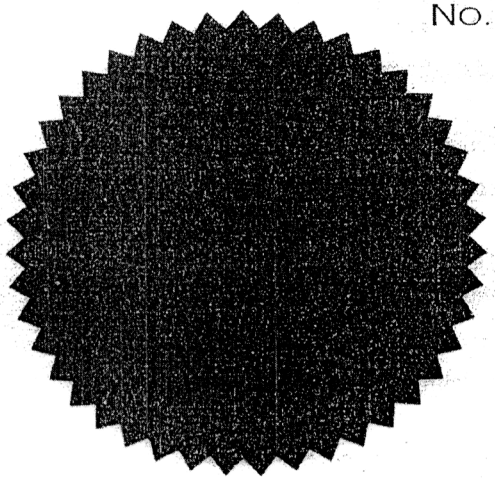
JAMAICA

No. 33– 2005



I assent,

Governor-General.

28th day of December 2005

AN ACT to Provide for the establishment of a civilian oversight authority to monitor the operations of the Jamaica Constabulary Force and the Auxiliaries and for connected matters.

[ ]

BE IT ENACTED by The Queen's Most Excellent Majesty, by and with the advice and consent of the Senate and House of Representatives of Jamaica, and by the Authority of the same, as follows:—

Short title and commencement.

1. This Act may be cited as the Police (Civilian Oversight) Authority Act, 2005, and shall come into operation on a day to be appointed by the Minister by notice published in the *Gazette*.

Interpretation.

2. In this Act, unless the context otherwise requires—

"Authority" means the Police (Civilian Oversight) Authority established under section 3;

"Auxiliaries" means—

(a) the Island Special Constabulary Force constituted by the Constables (Special) Act; and

(b) the Rural Police constituted by the Constables (District) Act;

"Force" means the Jamaica Constabulary Force.

Establishment and constitution of Authority. Schedule.

3.—(1) There is hereby established a body to be known as the Police (Civilian Oversight) Authority.

(2) The provisions of the Schedule shall have effect as to the constitution of the Authority and otherwise in relation thereto.

Functions of Authority.

4.—(1) The functions of the Authority are to—

(a) monitor the implementation of policy relating to the Force and the Auxiliaries;

(b) monitor the standard of performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of policing are maintained, and to report thereon;

(c) conduct inspections of the Force and the Auxiliaries;

(d) monitor the management and use of the financial and other resources of the Force and the Auxiliaries;

(e) perform such other functions as may be necessary for promoting the efficiency of the Force and the Auxiliaries.

(2) The Authority shall, in the exercise of its functions under this Act, have the power to—

(a) require the attendance of the Commissioner of Police or any other officer of the Force or the Auxiliaries;

(b) call for and examine documents and records;

(c) receive representations from members of the public in relation to the operation of the force and the Auxiliaries;

(d) do all such other things as it considers necessary or expedient for the purpose of carrying out its functions under this Act.

(3) An officer or employee of the Authority may, with the prior written authorization of the chairman of the Authority, at any reasonable time—

(a) enter premises occupied by any division of the Force or by any of the Auxiliaries;

(b) require a member of the Force or of any of the Auxiliaries to furnish such information or to produce such category of documents or records as may be specified in the authorization; and

(c) inspect and examine such documents or records and make copies thereof.

Duty of member of Force or Auxiliaries to furnish information, etc.

5.—(1) A member of the Force or any of the Auxiliaries shall give an officer, employee or member of the Authority all reasonable assistance in his power and furnish him with such information, records or documents as he may reasonably require.

(2) A person who—

(a) obstructs, hinders or prevents an officer or employee of the Authority from entering any premises referred to in section 4(3);

(b) fails or refuses to give information or to produce any document or record required by that officer,

shall be guilty of an offence and liable on summary conviction before a Resident Magistrate to a fine not exceeding one hundred thousand dollars.

Reference of matters by Authority.

6.—(1) The Authority may, where it considers necessary, refer a matter to—

(a) the Police Service Commission;

(b) the Minister;

(c) the Commission for the Prevention of Corruption; or

(d) the Commissioner of Police,

as the case may require, for appropriate action to be taken.

(2) Where the Authority refers a matter under subsection (1), the person or body to whom the matter was referred shall as soon as possible cause a report to be made to the Authority on the action taken.

Annual Report.

7.—(1) The Authority shall, within four months after the end of each financial year or within such longer period as the Minister may in special circumstances approve, cause to be made and transmit to the Minister, a report of the operations and findings of the Authority during that financial year and may include in the report recommendations for improving the efficiency of the Force and the Auxiliaries.

(2) The report shall be in the form directed by the Minister.

(3) The Minister shall cause a copy of the report to be laid on the Table of the House of Representatives and of the Senate as soon as possible, but in any case, not later than two months after submission of the report to him.

Report to Minister.

8. The Authority shall, upon the request of the Minister, furnish to him a report on any specific matter which the Minister may from time to time request of the Authority.

Restriction of disclosure and publication of information.

9.—(1) Except with the approval of the Authority or where required by a court of competent jurisdiction or a tribunal lawfully constituted, no officer or employee of the Authority shall give or disclose any information concerning the affairs of the Authority, the Force or any of the Auxiliaries acquired by him by reason of his employment.

(2) A person who is in possession of any information which he knows to have been disclosed in contravention of subsection (1) shall not publish such information.

(3) A person who contravenes subsection (1) or (2) shall be guilty of an offence and liable on summary conviction before a Resident Magistrate to a fine not exceeding five hundred thousand dollars or to imprisonment for a term not exceeding twelve months or to both such fine and imprisonment.

Regulations.

10.—(1) The Minister may make regulations subject to affirmative resolution, with regard to any matter or thing in respect of which it appears to him to be expedient to make regulations for the purpose of carrying this Act into effect.

(2) The maximum penalty that may be imposed in respect of a breach of a provision of the regulations shall be a fine not exceeding two hundred and fifty thousand dollars or imprisonment for a term not exceeding six months or both such fine and imprisonment.

Repeal of Part VI of Constabulary

11. Part VI of the Constabulary Force Act is hereby repealed.

SCHEDULE (Section 3)

The Police (Civilian Oversight) Authority

Constitution of Authority

1.—(1) The Authority shall consist of not less than five nor more than seven members, of whom

(a) two members shall be members of the Police Service Commission;

(b) one member shall be a duly qualified accountant;

(c) subject to sub-paragraph (2), one member shall be a person with operational experience in security services.

(2) A person may not be appointed under sub-paragraph (1) if he is—

(a) a serving member of the Jamaica Constabulary Force, or any of the Auxiliaries or the Jamaica Defence Force;

(b) a member of the first class of the Jamaica National Reserve.

Tenure of Office.

2.—(1) The members shall be appointed by the Governor-General after consultation with the Prime Minister and the Leader of the Opposition and shall hold office for a period of five years.

(2) Every member shall be eligible for reappointment.

Chairman.

3.—(1) The Governor-General shall appoint one of the members, other than a member appointed pursuant to paragraph 1 (1) (a), to be chairman of the authority.

(2) The Chairman shall preside at all meetings of the Authority at which he is present, and in the case of the chairman's absence from any meeting, the members present and forming a quorum shall elect one of their number to preside at that meeting.

Acting appointments.

4. If any member is absent or unable to act, the Governor-General may appoint any person to act in the place of that member, so, however, that such appointment shall be made in the same manner and from among any of the categories of persons as would be required in the case of the substantive appointment.

Resignation.

5.—(1) Any member other than the Chairman may at any time resign his office by instrument in writing addressed to the Governor-General and transmitted through the Chairman and from the date of receipt by the Governor-General of such instrument, that person shall cease to be a member.

(2) The Chairman may at any time resign his office by instrument in writing addressed to the Governor-General and such resignation shall take effect as from the date of receipt by the Governor-General of that instrument.

Revocation of appointment.

6. The Governor-General after consultation with the Prime Minister and the Leader of Opposition may at any time revoke the appointment of any member.

Filling of vacancies.

7. If any vacancy occurs in the membership of the Authority, such vacancy shall be filled by the appointment of another member, so, however, that such appointment shall be made in the same manner and from the same category of persons as would be required in the case of the original appointment.

Gazetting of membership.

8. The names of all members of the Authority as first constituted and every change therein, shall be published in the *Gazette.*

Funds of Authority.

9. The funds of the Authority shall consist of funds as may from time to time be placed at its disposition for the purposes of this Act by Parliament, and such other moneys as may be lawfully paid to the Authority.

Accounts and audit.

10. The Authority shall keep proper accounts of its receipts, payments, assets and liabilities and such accounts shall be audited annually by an auditor appointed in each year by the Authority with the approval of the Minister.

Estimates.

11. The Authority shall, on or before the 31st October in each year, submit to the Minister for approval, its estimates of revenue and expenditure in respect of the ensuing financial year.

Appointment of staff.

12.—(1) The Authority shall appoint and employ at such remuneration and on such terms and conditions as they think fit, a Secretary and such other officers and employees as they think necessary for the proper carrying out of the provisions of the Act:

Provided that no salary in excess of the prescribed rate shall be assigned to any post without the prior approval of the Minister.

(2) In sub-paragraph (1) "prescribed rate" means such rate as may be prescribed by the Minister by order published in the *Gazette.*

(3) The Governor-General may, subject to such conditions as he may impose, approve of the appointment of any officer in the service of the Government to any office with the Authority and any officer so appointed shall, in relation to any pension, gratuity or other allowance, and other rights as a public officer, be treated as continuing in the service of the Government.

Seal and execution of documents.

13.—(1) The seal of the Authority shall be kept in the custody of the Chairman and shall be affixed to instruments pursuant to a resolution of the Authority.

(2) The seal of the Authority shall be authenticated by the signatures of the Chairman and one other member.

(3) All documents, other than those required by law to be under seal, and all decisions of the Authority may be signified under the hand of the Chairman or the Secretary.

Proceedings and meetings.

14.—(1) The Authority shall meet at least once per month for ten calendar months of every year and at such other times as may be expedient for the carrying out of its functions, and such meetings shall be held on such days and at such places as the Chairman may determine.

(2) A quorum of the Authority shall be three.

(3) The decision of the Authority shall be by a majority of votes and, in addition to an original vote, the Chairman shall have a casting vote in any case in which the voting is equal.

(4) Minutes in proper form of each meeting of the Authority shall be kept and shall be submitted to the Governor-General and the Minister within seven days after confirmation thereof.

(5) The validity of the proceedings of the Authority shall not be affected by any vacancy amongst the members thereof.

Protection of members.

15. No member shall be personally liable for any act or default of the Authority done or omitted to be done in good faith in the course of the operations of the Authority.

Remuneration of members.

16. There shall be paid to the members of the Authority such remuneration as the Minister may determine.

Office of member not public office.

17. The office of chairman or member of the Authority shall not be a public office for the purposes of Chapter V of the Constitution.

Provisions applicable when no Leader of Opposition.

18. Where, pursuant to the provisions of this Schedule, the Governor-General is required to act after consultation with the Leader of the Opposition and—

(a) there is no person holding the office of Leader of the Opposition; or

(b) the holder of that office is unwilling or, by reason of his illness or absence from Jamaica, unable to perform his functions in that regard,

those provisions shall be construed as if the reference to the Leader of the Opposition were a reference to such person as the Governor-General, in his discretion, considers appropriate.

Passed in the House of Representatives this 25th day of October, 2005.

O. T. WILLIAMS
Deputy Speaker.

Passed in the Senate this 25th day of November, 2005.

SYRINGA MARSHALL-BURNETT, C.D.
President.

This printed impression has been carefully compared by me with the authenticated impression of the foregoing Act, and has been found by me to be a true and correct printed copy of the said Act.

Clerk to the Houses of Parliament.

RATINGS GUIDE – For Grade assigned to Division (Deliverables and Targets)

Excellent: The Division is 90 per cent or more compliant with selected JCF policies/procedures and targets

Good: The Division is 80 to 89 per cent compliant with selected JCF policies/procedures and targets

Fair: The Division is 60 to 79 per cent compliant with selected JCF policies/procedures and targets

Poor: The Division is 59 per cent or less compliant with selected JCF policies/procedures and targets

RATINGS GUIDE – For Subjects inspected and Division's Targets (in accordance with JCF Strategic Priorities)

Excellent: For Deliverables and Targets, the Division scores a combined 90 per cent or more

Good: For Deliverables and Targets the Division scores between 80 to 89 per cent

Fair: For Deliverables and Targets the Division scores between 60 to 79 per cent

Poor: For Deliverables and Targets the Division scores less than 60 per cent

OVERVIEW

An inspection of the JCF Kingston Central Division was conducted by the Police (Civilian Oversight) Authority between November 15, 2010 and December 20, 2010. This Division provides police service to the parish of Kingston. Police stations in this Division are located at **Allman Town, Fletchers Land, City Centre, Gold Street** and **Central the Head Station**.

On February 24, 2011, the PCOA in an exit interview presented its findings and recommendations to the Divisional Commander **Superintendent Steve McGregor**.

SCORECARD FOR STATIONS IN THE DIVISION – General Police Deliverables

Section A

Area/Subject inspected	Station	Ratings			
		Excellent	Good	Fair	Poor
Records Management – Are the Station's records being maintained and administered in accordance with JCF Policies? Books selected for review: • Station Diary • Firearm • Ammunition • General Property • Sudden Death 1 infraction = deduction of a point. Over 10 infractions in 30 days = 0 points. **Maximum score 50%. (40)**	Allman Town	x			
	Central		x		
	City Centre	x			
	Fletchers Land				x
	Gold Street		x		

Area/Subject inspected	Station	Ratings			
		Excellent	Good	Fair	Poor
Utilization of Resources – Are the Stations practicing resource conservation? Usage reviewed: • Water • Electricity • Personnel Proper use of resources = 5; Reduction in usage = 5; Constant usage = 3; Increase without justification = 1; Increase with justification = 3 1 infraction = deduction of a point. **Maximum score 30% (28.8)**	Allman Town			x	
	Central		x		
	City Centre			x	
	Fletchers Land			x	
	Gold Street			x	

Area/Subject inspected	Stations	Ratings			
		Excellent	Good	Fair	Poor
Accountability – Are there any demonstrable practice of accountability? No accountability – poor; Accountability in two or more areas – fair; Accountability in three areas – good; Accountability in more than three areas – excellent. **Maximum score 10% (6.4)**	Allman Town			x	
	Central		x		
	City Centre			x	
	Fletchers Land			x	
	Gold Street			x	

Area/Subject inspected	Stations	Ratings			
		Excellent	Good	Fair	Poor
Prisoners in Custody – • Records • Duty Counsel listing • Cell Capacity • Compliance with JCF Standing Order Vol. I Chapter 31 Section II B Station satisfied: only one area inspected – poor; two areas inspected – fair; three areas inspected – good and four areas inspected – excellent. **Maximum score 10% grade (10)**	Central Station	x			

SCORECARD FOR DIVISION – Targets (in accordance with JCF Strategic Priorities) Section B

JCF Strategic Priorities	Performance indicators (Targets established in the Division's Policing Plan)	Results Target	
		Met	Not met
Reduction of Crime, especially murders	Increase in Raids	x	
	Increase in Spot checks	x	
	Increase in Operations	x	
	Increase in Patrols (foot and mobile)	x	
Restoration of public safety and confidence	Increase School resource officers	x	
	Increase Widely Publicized Meeting	x	
	Reactivate youth clubs and start social programme	x	
Boost Moral	Person recognition for performance	x	
	Implement a quarterly recognition and Reward Scheme		x
	Monthly recognition (birthday club)	x	
Maximum score 100% (100%)			

OVERALL RATING

The Division averaged **87.6%** and was assigned the rating of **GOOD.** That score was arrived at by averaging the scores for the General Police Deliverables and the Division's Targets (in accordance with JCF Strategic Priorities).

Police (Civilian Oversight) Authority

MONITORING & INSPECTION UNIT

INSPECTION REPORT
ST. CATHERINE NORTH DIVISION
MARCH 11, 2010 to APRIL 8, 2010

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1.1 The Police (Civilian Oversight) Authority (PCOA) is an independent body established under Section 3 of the Police (Civilian Oversight) Authority Act of 2005 – the Act. Under the Act, the PCOA is mandated by Parliament to monitor and inspect the operations of the Jamaica Constabulary Force (JCF) and the Auxiliaries. Thus, the primary functions of the PCOA include the inspection and assessment of the JCF across the island and monitoring the implementation of policy, standard of performance as well as the management and use of financial resources by the JCF and the Auxiliaries.

1.2 Between March 10, 2010 and April 8, 2010, the Inspection and Monitoring Unit of the PCOA (the PCOA Inspection Team) conducted an inspection of the JCF St. Catherine North Division. The St. Catherine North Division is one of two Divisions that provide police services to the parish of St. Catherine.

1.3 The Division is commanded by Superintendent Assan Thompson. Superintendent Thompson is assisted by Superintendent Authur Neil. The rest of the command team includes DSP Eva Tewari, i/c Administration; DSP Derrick Champagnie, i/c Crime, DSP Sonia James-Thompson, i/c Community Policing, DSP Andrew Edwards i/c of Operations, DSP Trevor Christie i/c of Linstead.

1.4 JCF stations in this Division are located in the towns of Above Rocks, Bog Walk, Browns Hall, Ewarton, Glengoffe, Guanaboa Vale, Guys Hill, Linstead, Point Hill, Riversdale, Shady Grove, Sligoville and Spanish Town. The Stations at Spanish Town, Linstead, Glengoffe, and Guanaboa Vale are commanded by Inspectors while the Above Rock, Shady Grove, Sligoville, Bog Walk, Guys Hill, Ewarton and Riversdale stations are commanded by Sergeant. The stations of Point Hill and Browns Hall are commanded by Corporals.

2.0 STATUTORY AUTHORITY FOR THE INSPECTION

2.1 In compliance with Section 4 (1) (c) of the Act, the Inspection and Monitoring Unit of the Police (Civilian Oversight) Authority (PCOA) scheduled an inspection of the Jamaica Constabulary Force St. Catherine North Division between March 10, 2010 and April 8, 2010.

2.2 The inspection of the St. Catherine North Division was also based on the obligations of the PCOA as provided under Section 1(a) and (b) of the Act to:

"monitor the implementation of policy relating to the Force and the Auxiliaries"

And;

"monitor the standard of performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of policing are maintained, and to report thereon"

2.3 As it relates to the implementation of JCF Policies the PCOA was guided by the JCF Standing Orders, specifically, Chapter 24 (Firearms and Ammunition), Chapter 38 (Records Management) and Prisoners in Custody Chapters 34 and 41; the applicable sections of the monthly published JCF Force Orders; the Jamaica Constabulary Force Acting Commissioner's Strategic Priorities 2009; The Jamaica Constabulary Force Manual for Community Policing Services Delivery and The Jamaica Constabulary Force Human Rights and Police Use of Force and Firearms Policy.

3.0 SCOPE AND PROCESS OF THE INSPECTION

3.1 The scope of the inspection of the St. Catherine North Division included an examination of the Divisional Headquarters as well as the stations in the Division. During the inspections, the PCOA Inspection Team sought to determine the extent to which the Police in the Division were complying primarily with JCF guidelines and procedures. There was also a review of the Division's overall activities in the implementation of some specific Strategic Priorities (November 9, 2009) of the Acting Commissioner; these are identified below. The PCOA Inspection Team also sought to ascertain the extent to which the Division's

Policing Plan was being implemented. In addition, there was a focus on the execution of the recommendations outlined in the JCF Strategic Implementation Plan.

3.2 The inspection process included interviews, examination of documents and observations and was conducted at two levels. On level one, the PCOA Inspection Team interviewed the Officer in command of the Division as well as Unit/Section Commanders. On level two, the interface was with Sub Officers in command of the stations.

3.3 The process of the inspection sought to answer seven (7) key questions regarding the management and conduct of the Division. The seven (7) key questions are as follows:

- **Are the Station/Divisional records being maintained and administered in accordance with the stipulations of JCF Policies?**
- **Are the stations in the Division making efficient utilization of selected available resources?**
- **Is there a demonstrable practice of accountability of supervisors and leaders?**
- **Does the Division demonstrate clear and tangible initiatives aimed at reducing crime especially Murders?**
- **Does the Division demonstrate initiatives aimed at restoring public safety and confidence?**
- **Are there programs aimed at upholding human rights?**
- **Is the Division effectively conducting internal and external communication?**

4.0 FINDINGS AND RECOMMENDATIONS – Records Management, Station Management and Accountability.

4.1 Records Management

Findings – The PCOA Inspection Team found that the Records of the St. Catherine North Division were not maintained in accordance with JCF Force Policy.

(a) Station Diaries – There were repeated instances where standard policing activities such as certification of diaries, lectures, briefings and debriefings as well as Widely Publicised Meetings, were not properly documented. **(Appendix 4.1)**

(b) Firearms and Ammunition Diaries – There was missing information which indicated that weapons and ammunition were not always issued, received or returned in accordance with the JCF policy as laid out in JCF Standing Orders Volume I Chapter 28 Section IV (G) supported by the JCF Human Rights and Police Use of Force and Firearms Policy . **(Appendices 4.1A & 4.1B)**

The Firearm Diaries at Sligoville, Ewarton, Shady Grove, Bog Walk, Glengoffe and Riversdale were properly maintained. **(Appendix 4.1C)**

The Ammunition Diary at Ewarton, Shady Grove, Bog Walk, Glengoffe and Riversdale were properly maintained. **(Appendix 4.1D)**

(c) General Property Book – General Property Diaries were properly maintained throughout the Division. Items that were listed to be in the custody of the Police could be located upon the request of the PCOA Inspection Team.

(d) Prisoners in Custody Register – During the period of inspection prisoners were kept at the Linstead, Bog Walk and Spanish Town Police Stations. With the exception of the Bog Walk Police Station the PIC Registers across the Division were not properly maintained. There were circumstances where some of the columns were not completed. **(Appendix 4.1E)**

(e) Sudden Death Diary – The PCOA Team found that this diary was properly maintained in all the stations across the Division. **(Appendix 4.1F)**

(f) Advance Card Petrol Book – The PCOA team found that this book was not properly maintained at the Linstead station. There were instances where the name, signature of the issuer and receiver of petrol as well as the balance on the card were not recorded. **(Appendix 4.1G)**

(g) Motor Vehicle Log Books – The PCOA team found that Motor Vehicle Log books were not properly maintained. In one case one of the books seen had the last date of entry as December 9, 2009. **(Appendix 4.1H)**

4.2 Recommendations – The Division should:

(a) Mandate Station Commanders to conduct accurate certification of all Station Diaries at the stations under their command. The Division should also include proper records management as a recurring topic at Divisional Tasking Meetings and Lectures at the station level.

(b) Ensure that the stations maintain the Prisoners in Custody Registers, that is, to ensure that all the columns are properly updated with the status of the prisoners held in custody;

(c) Ensure that the Jamaica Constabulary Force Policies laid out in JCF Standing Orders Volume I Chapter 28 Section IV (G) supported by the JCF Human Rights and Police Use of Force and Firearms Policy are complied with.

(d) Ensure through supervisory review, that Station Commanders comply with JCF operating standards and procedures.

4.3 Station Management

Findings – The PCOA Inspection Team found that

(a) JCF Inspections – Formal Station inspections were not being conducted by the Divisional Command (in accordance with the frequency prescribed under JCF Standing Orders Volume 1, Chapter 32. **(Appendix 4.3)**

(b) Human Resource/Manpower – Duty shifts were imbalanced in duration consisting of a first shift of 10 hours and a second shift of 14 hours. Copies of pages of the Duty Forecast Book at Sligoville, and Bog Walk stations, typify this situation across the Division. This situation is indicative of personnel shortages throughout the Division (**Appendices 4.3A &4.3B).**

(c) Utilization of Consumables – Under this heading two areas were examined – use of electricity and use of water. The PCOA Inspection Team found that there was no plan in place by the Division to reduce consumables. However, JCF Force Orders Sub. Number 3 Serial Number 3147 of July 9, 2007 on Conservation was used as a guide to implement conservation initiatives across the Division. Special attention was directed at the use of consumables at the selected stations; Ewarton, Bog Walk, Spanish Town, Guys Hill and Glengoffe. The review period was December 2009 to March 2010.

i. **Electricity** – Analysis of the energy consumption at the Ewarton Police Station revealed a gradual reduction in electricity usage over the review period. In December, the energy consumption was 804 kwh, and in March the consumption rate fell to 676 kwh, a reduction of approximately 19%. The inspection points to conservation efforts at that location starting to yield some success.

For the same review period the consumption rate at the Bog Walk Police Station remained somewhat steady ranging between 2,519 to 2,677 kwh per month. Conversely, the consumption rate at the Burke Road (Spanish Town) Police Station remained relatively steady at about 23,000 kwh. In March there was a sharp increase up to 26,500 kwh. The PCOA Inspection Team did not find any report confirming any activity that would have justified that increase. It could therefore, not determined if the increase was justified. Further investigation should be conducted to determine what may have accounted for the very sharp increase. **(Appendices 4.3C, 4.3D, 4.3E & 4.3F)**

ii. **Water** – A proper analysis of water consumption at the selected stations was not possible as the copy bills provided to the PCOA Inspection Team were all estimated. Analysis of the water consumption at the Guys Hill Police Station for the same period December to March 2010 confirmed a slight and gradual decrease in consumption. The consumption decreased from about 26,000 litres per month to 24, 000 litres in March 2010. Water consumption at the Glengoffe Police Station, over the same period, was constant at 10,000 litres for each of the months under review. The same was true for the Ewarton Police station where the water consumption remained at 30,000 litres monthly overnthe review period. **(Appendices 4.3G, 4.3H, 4.3I, & 4.3J)**

4.4 Recommendations – The Division should:

(a) Ensure that Station Inspections are done as stipulated by JCF Policies laid out in JCF Standing Orders Volume 1, Chapter 32.

(b) Take the necessary steps to increase the manpower so as to allow for a more balanced system of working hours.

(d) Continue the Implementation of the amended Sub. Number 3 of JCF Force Order Serial Number 3147 of July 9, 2007. In addition, the Division or the JCF Finance Branch should make representation to the utility providers, especially the National Water Commission, to ensure that they tender only bills reflecting actual meter readings.

4.5 Accountability

Findings – The PCOA Inspection Team found some evidence of a practice of accountability with respect to certain areas of supervision.

(a) The practice of accountability was, however, focused on disciplinary sanctions resulting from problems of punctuality and attendance for duty. The PCOA Inspectors were unable to find a practice of accountability relating to the management and maintenance of station records in accordance with the provisions of the JCF Standing Orders. **(Appendices 4.5A & 4.5B)**

4.6 Recommendations – The Division should:

(a) Exercise greater emphasis on accountability with respect to record keeping as prescribed by JCF Standing Orders and apply the applicable sanctions for identified infractions.

5.0 JAMAICA CONSTABULARY FORCE ACTING COMMISSIONER'S STRATEGIC PRIORITIES 2009

The PCOA Inspection Team focused on four of the six JCF Strategic Priorities outlined by the Acting Commissioner on November 9, 2009:

- **The Reduction of Crime;**
- **Restoration of Public Safety and Confidence;**
- **Upholding Human Rights;**
- **Effective Internal and External Communication.**

The PCOA Inspection Team requested and was provided with a copy of the Divisional Policing Plan for 2010; however a copy of the Policing Plan was not seen in any of the stations within the Division. **(Appendix 5.1)**

5.1 Strategic Priority 1- Reduction of Crime

Findings – The PCOA Inspection Team found that the Division had limited manpower. A review of all service delivery areas showed personnel working well over fifty hours per week. **(Appendix 4.3B)** Notwithstanding this limitation, the Division demonstrated tangible initiatives aimed at reducing crime in the Division. The Divisional Reduction of Crime Plan aims at disrupting the One Order and Clansman gangs which are the two main contributors to crime within the Division. In a quest to disrupt the operations of these two gangs, The PCOA Inspection Team found that the Division:

(a) Increased the number of raids carried out in the Division by 40%. In reviewing the

Divisional Operational Performance stated in JCF Force Orders Serial No 3277 as of March 18, 2010 the Division had increased its raids by over 227.62% when compared to the same period, January - March 09. These raids brought about an increase of weapons and ammunition found when compared to the same period in 2009. **(Appendices 5.1A)**

(b) The Division Plan also addressed the need for increased arrests and charges laid on persons by 30%. The statistics, revealed that the Division surpassed its targets by 40% when compared with the same period last year. **(Appendix 5.1B)**

(c) The Divisional Intelligence Unit (DIU) had established a database of gang members in the Division. This database was demonstrated to the PCOA Inspection team. The PCOA Inspectors also found that from this intelligence, 35 gang members were arrested and charged or were killed in confrontation with the police. **(Appendix 5.1C)**

(e) The Plan also called for intensified road policing activities. Upon review of the statistics, there were increases in mobile and foot patrols by the Division. However, spot checks by the Division were below the target figures. Also, of note, was the number of spot checks being carried out by the stations in the Division within a 30 day period. **(Appendices 4.1 & 5.1D)**

(f) The destruction of ganja fields was another main priority of the plan. In reviewing the operations data, last year (2009) between January 1 and March 31, the Division reported that 83lbs of ganja were seized. However, since January 2010 up to March 31 2010, 2 ¾ acres of fully grown plants were destroyed along with over 5,700 seedlings. Also, 828lbs of ganja and 16 pellets of cocaine were seized.

(g) A comparative analysis of the period January to March 31, 2009, and the corresponding period in 2010, revealed an increase in the number of murders, shootings, break ins, and robberies reported. There was, however, a decrease in the number of reported cases of rape and carnal abuse. There was also an improvement in clear up rates for murder cases from 18% in 2009 to 23% this year. **(Appendices 5.1E & 5.1F)**

5.2 Recommendations - The JCF High Command should:

(a) Ensure that the manpower is increased to meet the demand for better policing.

(b) Ensure that the Divisional Policing Plan is properly promulgated throughout all stations in the Division.

(c) Ensure that all stations conduct the required number of spot checks as mandated by the Divisional Policing Plan for 2010.

(d) Ensure that raids, mobile and foot patrol continue a outlined in the Policing Plan for 2010.

(e) Revaluate the Policing crime plan to ensure that crime strategies bring about a reduction in crime.

5.3 Strategic Priority-Number 2, Restore Public Safety and Confidence

Findings – The PCOA Inspection Team found that the Division had implemented som initiatives aimed at restoring public safety and confidence such as the establishment of a community safety and security branch. The Division'splan outlined several areas that would be used to restore other public safety and confidence. The plans were:

(a) Increased Patrols - The plan called for an increased number of mobile and foot patrols in the division by 30%. From records reviewed, the Division has increased its mobile patrols by 30.16% and foot patrols by 220.45%. **(Appendix 5.1D)**

(b) Increased Community Meetings – No data was available to compare the meetings held last year with those of the current year however, since the implementation of the Divisional Plan, the Community Safety and Security Branch has held 52 meetings ranging from security safety meetings to meetings in hot spots within the Division. **(Appendix 5.3A)**

In reviewing the documentation in the Station Diary, it was noticeable that stations were not holding community meetings as outlined in the policing plan for the Division. **(Appendix 4.1)**

There was also an aggressive move to activate more police youth clubs. Since the start of this year, six clubs have been sensitized and are holding meetings. **(Appendix 5.3B)** With this approach to get the youths active in the clubs, programs have been created such as the Police Youth Club Easter Camp that was concluded on Friday, April 9, 2010, the St. Catherine North Police Youth Club Spelling "B" contest and the Every Thursday Program which helps Youth Club members acquire certification though HEART. **(Appendix 5.3C)**

(c) Increased presence in schools – The Branch has added 21 District Constables with their primary function being school resource officers. The new District Constables were in training on the day of our visit but were scheduled to complete training on April 9, 2010. Their deployment commenced on April 12, 2010 in schools within the Division. **(Appendix 5.3D)**

The Branch has introduced the National Interschool Brigade in three schools since the start of the year, and continues to offer the Supervised Suspension Program for children who had been suspended from school. **(Appendix 5.3E)**

5.4 Recommendations - The Division should:

(a) Ensure that mobile and foot patrols continue as outlined in the Police Plan for 2010.

(b) Ensure that Station Commanders hold and document the Widely Publicized and youth clubs meetings held within their station jurisdiction.

(c) Continue to increase the number of school resource officers in the Division as outlined in the Police Plan for 2010.

5.5 Strategic Priority-Number 3 - Upholding of Human Rights

Findings: Within the St. Catherine North Division the broad strategic priority of upholding human rights was broken down into more specific measurable outcomes to include:

(a) A 50 percent reduction in citizens' complaints about human rights abuses by the police;

(b) A 10 percent reduction in the number of controversial police fatal shootings. The PCOA Inspection Team found that the target for the reduction in the number of controversial police fatal shootings had not been met.

Although the PCOA Inspection Team did not focus on whether the Division had met its target to reduce the number of complaints regarding human rights abuses by the Police, the team observed that at the Spanish Town Police Station the number of complaints had reduced by 27.5% having compared the period April 2009 - October 2009 with November 2009 - March 2010.

5.6 Recommendations

The PCOA Inspection Team continues to strongly support the Division's adherence to the JCF Use of Force Policy and recommends that staff training in this area is continued.

The PCOA Team wants to also highlight that with a drive to increase operational output there is consequential increase in the number of prisoners held in custody. This results in overcrowding of cells and may affect the speedy processing of persons held in custody without being charged.

While there is a thrust to increase operations the Division should work towards increasing:

a. Cell capacity and improving cell conditions and facilities, including lighting;

b. The number of personnel allocated to monitor cells especially in circumstances where the persons held in custody exceed cell capacity;

c. The processing and investigative capacity of officers to ensure that persons held in custody without be charged are released in the time required under the law

6.0 Strategic Priority-Number 6 – Effective Internal and External Communication

Internal Communication

Findings – The PCOA team found that communication within the Division needs improvement.

(a) The Division held weekly meetings with its Management staff and Sub Officers to pass on the directive of the JCF and discuss ways the Division can improve policing.

(b) Briefing, debriefing and lecturing sessions were the principal tools used for internal communication at the stations which were lacking. Of the 13 stations in the Division only the. Bog Walk and Spanish Town Police Stations were conducting the required number of Briefing and Debriefing sessions. Only the Spanish Town station was current with respect of lectures. **(Appendix 4.1)**

(c) Two way radios in the Division worked well except at Sligoville station where the radio did not receive or transmit messages properly.

(d) The Phone systems in the Division worked well except at the Guanaboa Vale station where the portable home phone was not able to work inside of the station because of signal problems.

External Communication

Findings – The PCOA Team found that the Division had implemented some initiatives aimed at improving external communication. Widely publicized meetings and press releases were the tools used to communicate with the public with an increase in press releases over the last five (5) months

(a) The PCOA team found that between July and November 2009 four press releases were publicized. However there was an increase between December 2009 and April 2010 with eleven press releases being publicized by the Division. **(Appendix 5.6)**

(b) The PCOA Team found that Widely Publicized meetings were not a regular practice for most stations in the division. **(Appendix 4.1)**

6.1 Recommendation – The Division should: Internal Communication:

(a) Ensure that briefing, debriefing and lectures are held and recorded as laid out in JCF Force Standing Orders Chapter 38 Section III, B 1.

(b) Ensure that all phone and radio systems across the Division are in good working order.

External Communication:

(a) Ensure that Division continues to communicate with the public through the means of press releases.

(b) Mandate that all station within the division conduct and record Widely Publicized meeting as laid out in JCF Force Standing Orders Chapter 38 Section III, B 1.

7.0 OBSERVATIONS AND FURTHER RECOMMENDATIONS

7.1 Station Diaries – The PCOA Inspection Team observed torn pages in many of the diaries across the Division. This situation can contribute to records being lost in the event torn pages are not treated with care.

Photo 1: Torn pages of Firearm Diary at the Sligoville as presented on March 10, 2010

Recommendation – The Divisional Commander Station Commanders must ensure that torn pages from the station records are appropriately secured to prevent loss of records.

7.2 Duty Counsel Roster –The PCOA Team observed that all stations in the Division had a visible listing of assigned Duty Counsel in place. This is regarded as a positive measure in the Division.

7.3 Station Buildings – The PCOA team's visit to the stations revealed that two stations (Shady Grove and Browns Hall) were in serious need of repair. They both had termite infestation, leaking roofs, electrical problems and rotten floor boards.

Photo 1: Shady Grove Police Station

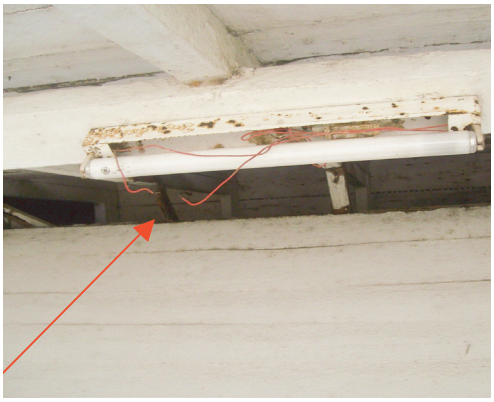


Photo 2: Wires exposed to turn on light as presented on March 10, 2010

Photo 3: Termite infested buildings

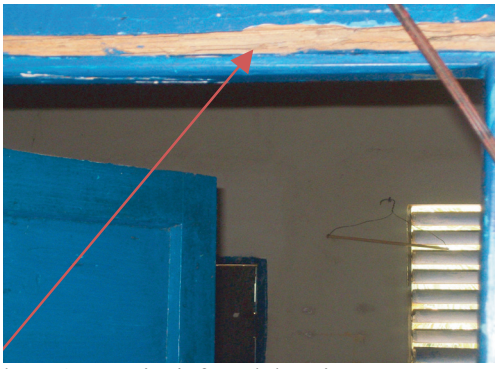


Photo 4: Termite infested door jam

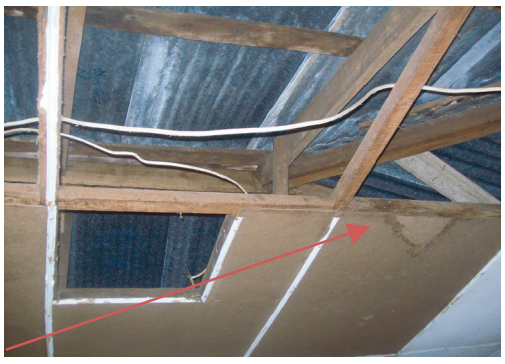


Photo 5: Leaking roof

Photo 6: Rotten Floor Boards

Recommendation: Ensure that these buildings are repaired for the health and safety of the police officers and community members who have to use these facilities.

7.4 Poor Security Fencing – Eight of the 13 stations in the Division had poor or no fencing. These stations were Guys Hill, Shady Grove, Browns Hall, Guanaboa Vale, Riversdale, Above Rocks, Glengoffe, and Spanish Town.

Photo 1: Car parked at Glengoffe Police Station

Photo 2: Poor fencing at Spanish Town Police Station

Recommendation:

The PCOA recommends that the eight Police Stations identified are to be properly secured with necessary fencing.

7.5 Police Vehicles on Division Compound The PCOA team observed several disabled service vehicles parked on the Headquarters compound in Spanish Town

Recommendation: The PCOA recommends that in the interest of good order and accountability, disabled service vehicles in need of major repairs be back-loaded to central and secure holding areas at Transport and Repairs Division.

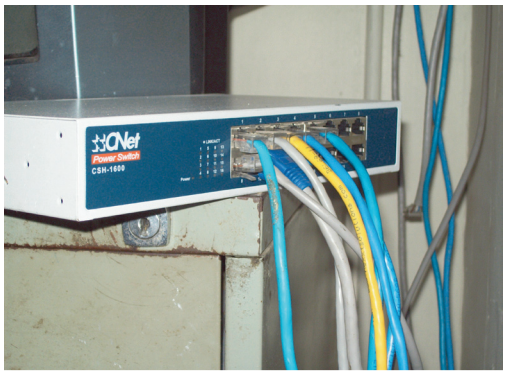
7.6 Persons Held in Custody - At the Bog Walk, Linstead and Spanish Town Police Stations there were circumstances where convicted and non-convicted prisoners were placed in the same cell but they were held in uneven numbers in

accordance with Section 7.8 of Chapter 7 of the Book of Rules for the JCF, published in the JCF Force Standing Orders. The PCOA Inspection team is aware of the inadequacy of cell areas at the stations but commends the stations for adhering to the JCF Book of Rules. It should be noted however that at the Linstead and Spanish Town Police Stations the number of prisoners being held was above cell capacity, with Linstead having 37 persons in custody with a cell capacity of only 25 and Spanish Town having 106 persons in custody while having only a cell capacity of 46. Ten male chidren were found at the Glengoffe Police Station. These children were not kept with adults.

Recommendations:

The PCOA Team recommends that despite the challenges regarding cell capacity the Division should continue to observe as best as possible, the JCF Rules regarding the custody of prisoners.

The PCOA Team also recommends that the Division should engage the Child Development Agency (CDA) with a view to get children held in custody to a Place of Safety and that that engagement be documented/recorded.



A network switch hanging on the side of a filing cabinet with network cabling activity.

A central processing unit on the ground (semi-dismantled) waiting to be repaired.

7.7 Computer Networking System - Poor network management and basic security vulnerability oversight can expose the Spanish Town Police Station to security attacks on its electronic system. This could lead to operational downtime

Findings:

- Improper cabling; data security issues and functionality issues of Personal Computers.
- Ninety percent of deployed Windows Operating System had no anti-virus software
- Twenty-seven percent of the computers life span reviewed had life expired, of that group, 50% were either beyond end-of-software maintenance or in the last-days-of-support from Microsoft.
- All of the police responder radios seen were in reasonable condition and working.

Recommendation: The PCOA recommends that a network antivirus software be loaded on all computers, the replacement of computers where the life span has expired and the implementation of a proper structured cabling for the network.

SUMMARY OF STATION DIARY ENTRIES - ST. CATHERINE NORTH DIVISION

Station	Period of Audit	Briefing	Debriefing	Certification	Lectures	School Visit	Youth Club	Widely Publicized Meetings	Spot Check
Sligoville	Feb. 1-Mar. 2	5	0	18	1	0	0	0	2
Ewarton	Feb 1-Mar. 2	8	10	13	1	1	0	3	1
Shady Grove	Feb 1-Mar. 2	4	0	12	0	0	0	1	2
Bog Walk	Feb 9-Mar. 10	61	61	22	1	0	0	1	2
Riverdale	Feb 1-Mar. 2	45	45	15	3	0	0	3	7
Guys Hill	Feb 1-Mar 2	4	0	14	0	1	0	0	
Point Hill	Feb1-Mar 2	0	0	7	1	0	0	1	2
Browns Hall	Feb 1-Mar 2	1	0	8	0	1	0	0	7
Guanaboa Vale	Feb 1-Mar 2	29	2	7	0	0	0	1	5
Linstead	Feb 1-Mar 2	43	11	10	1	0	0	0	7
Above Rocks	Feb 1-28	0	0	18	2	0	0	0	10
Glengoffe	Feb 1-28	27	5	19	1	0	2	2	0
Spanish Town	Feb 1-Mar 2	165	144	5	8	1	0	3	30

Key

Does not conform to JCF Standing Orders -
Two Briefing and Debriefing required per day
One Certification required every 24 hours
One Lecture required per week
Others – as required

EXAMPLES OF INCOMPLETE ENTRIES IN JCF FIREARM DIARY AS PRESENTED ON MARCH 23, 2010

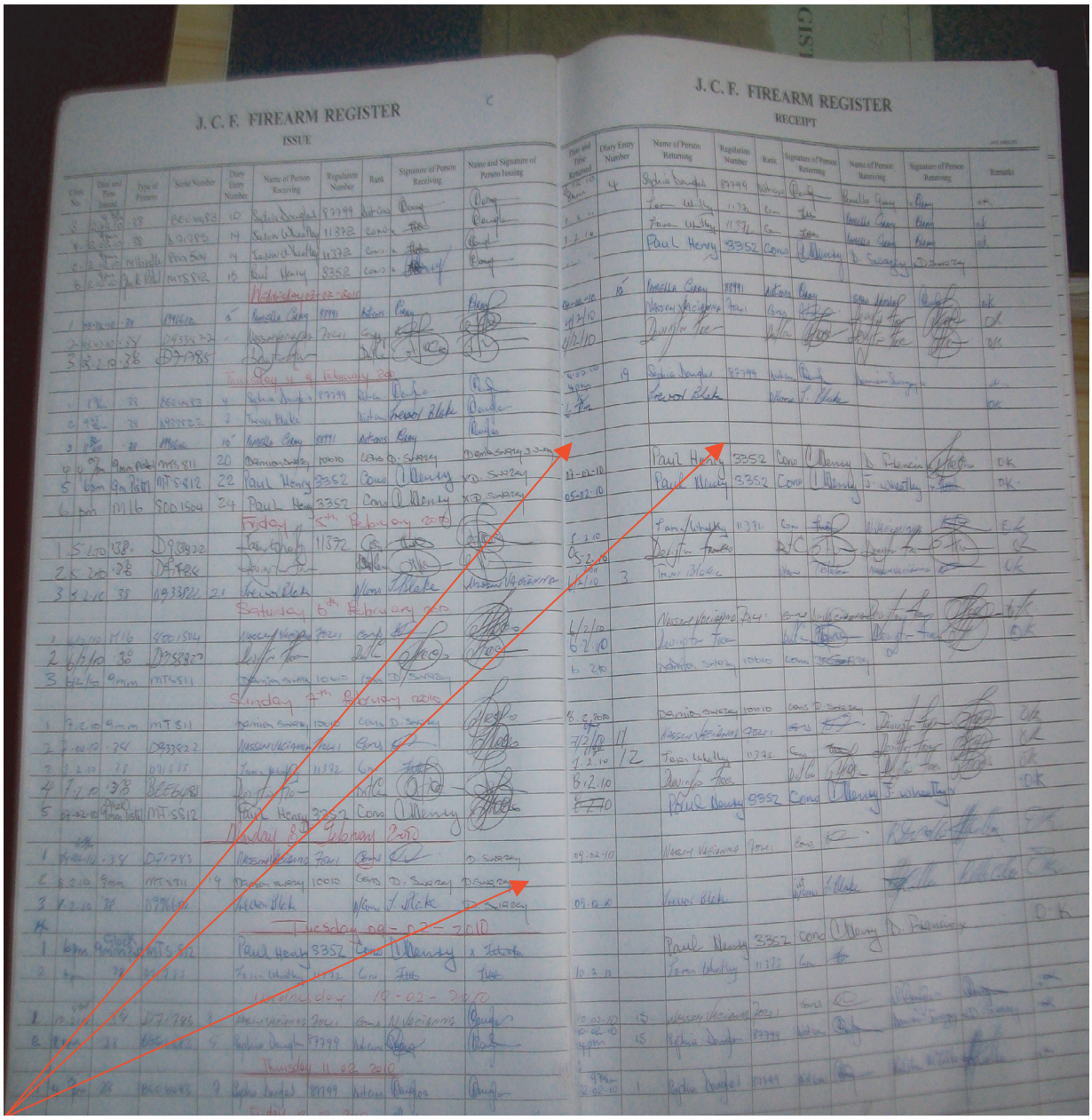


Photo 1: Extract from the Browns Hall Firearm Diary

EXAMPLES OF INCOMPLETE ENTRIES IN JCF AMMUNITION DIARY AS PRESENTED ON MARCH 31, 2010

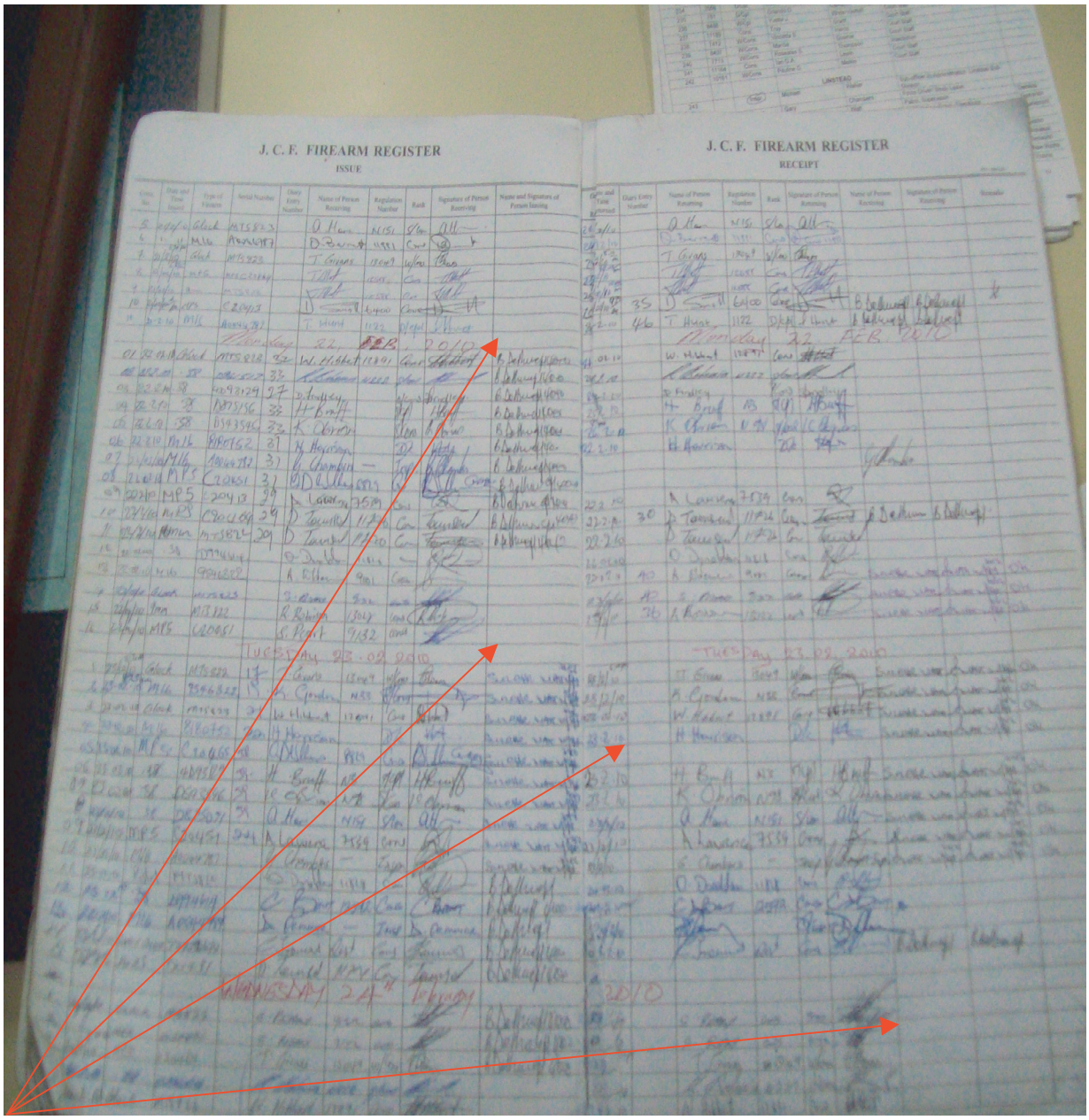


Photo 1: Extract from the Linstead Ammunition Diary

EXAMPLES OF COMPLETE ENTRIES IN JCF FIREARM DIARY AS PRESENTED ON MARCH 17, 2010

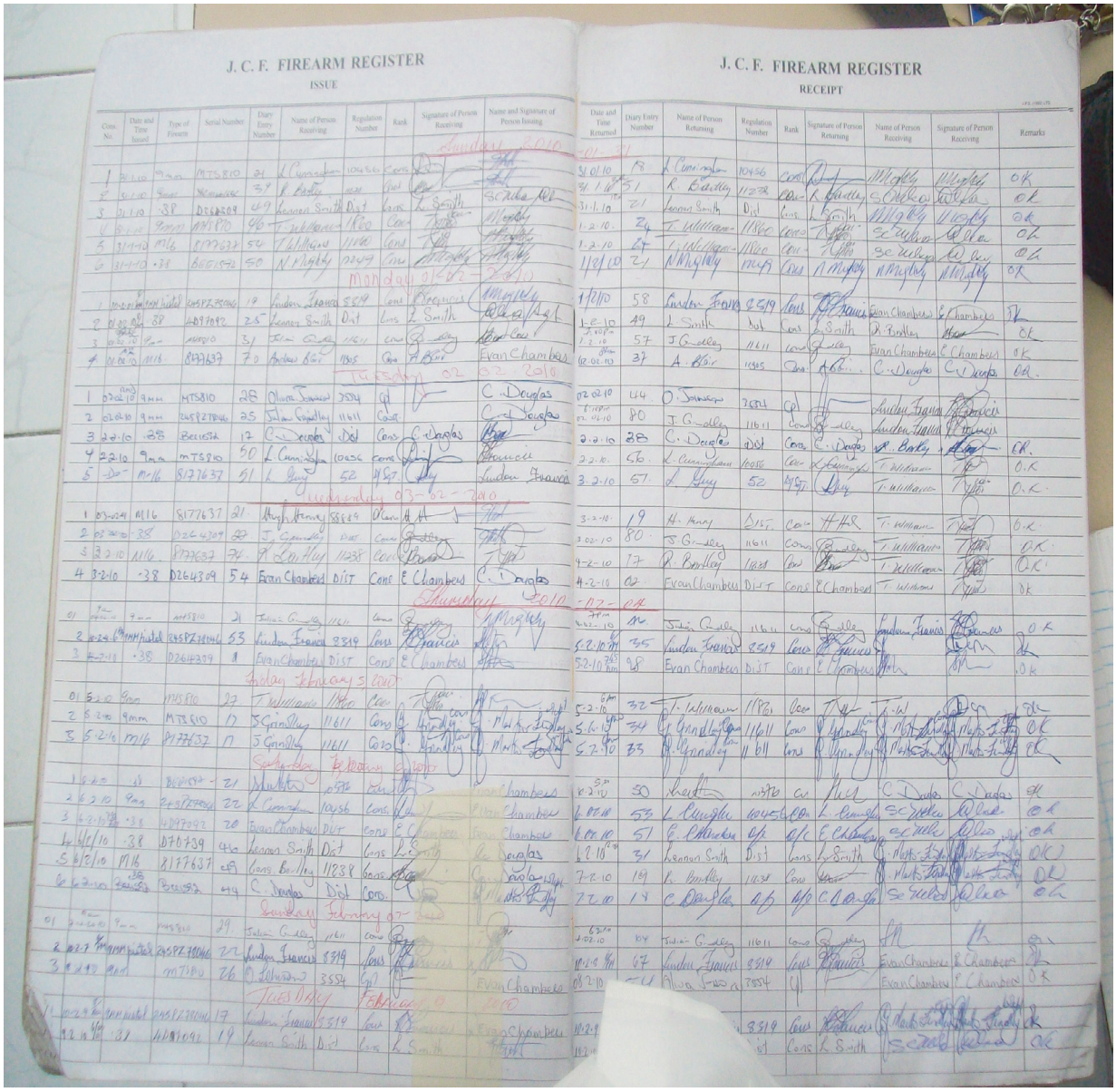


Photo 1: Extract from the Bog Walk Firearm Diary

EXAMPLES OF COMPLETED ENTRIES IN JCF AMMUNITION DIARY AS PRESENTED ON MARCH 16, 2010

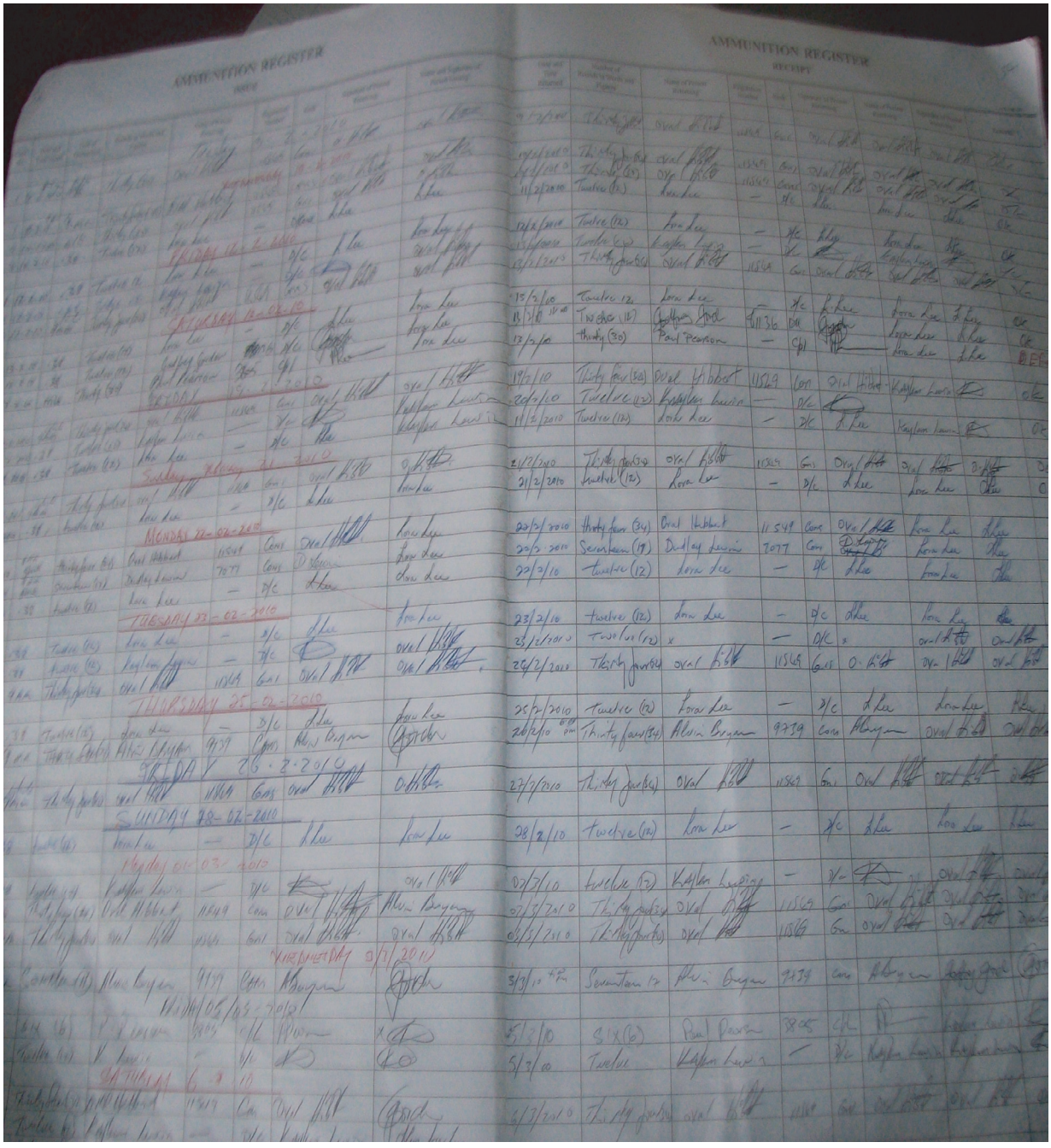


Photo 1: Extract from the Shady Grove Ammunition Diary

EXAMPLES OF INCOMPLETE ENTRIES IN JCF PRISONERS IN CUSTODY REGISTER AS PRESENTED ON MARCH 30, 2010

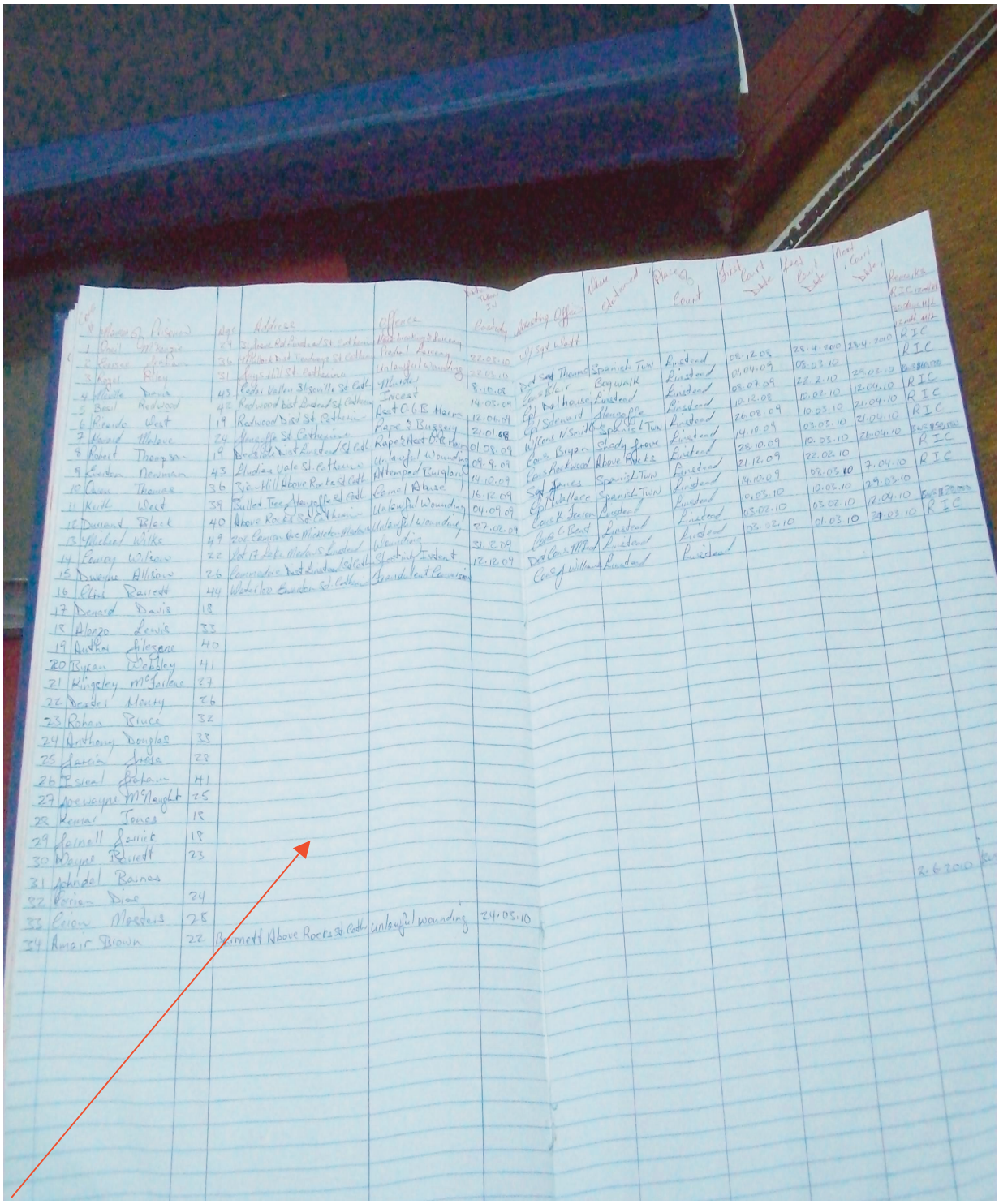


Photo 1: Extract from the Linstead Prisoners in Custody Register

ENTRIES IN SUDDEN DEATH REGISTER AT SPANISH TOWN AS PRESENTED ON APRIL 7, 2010

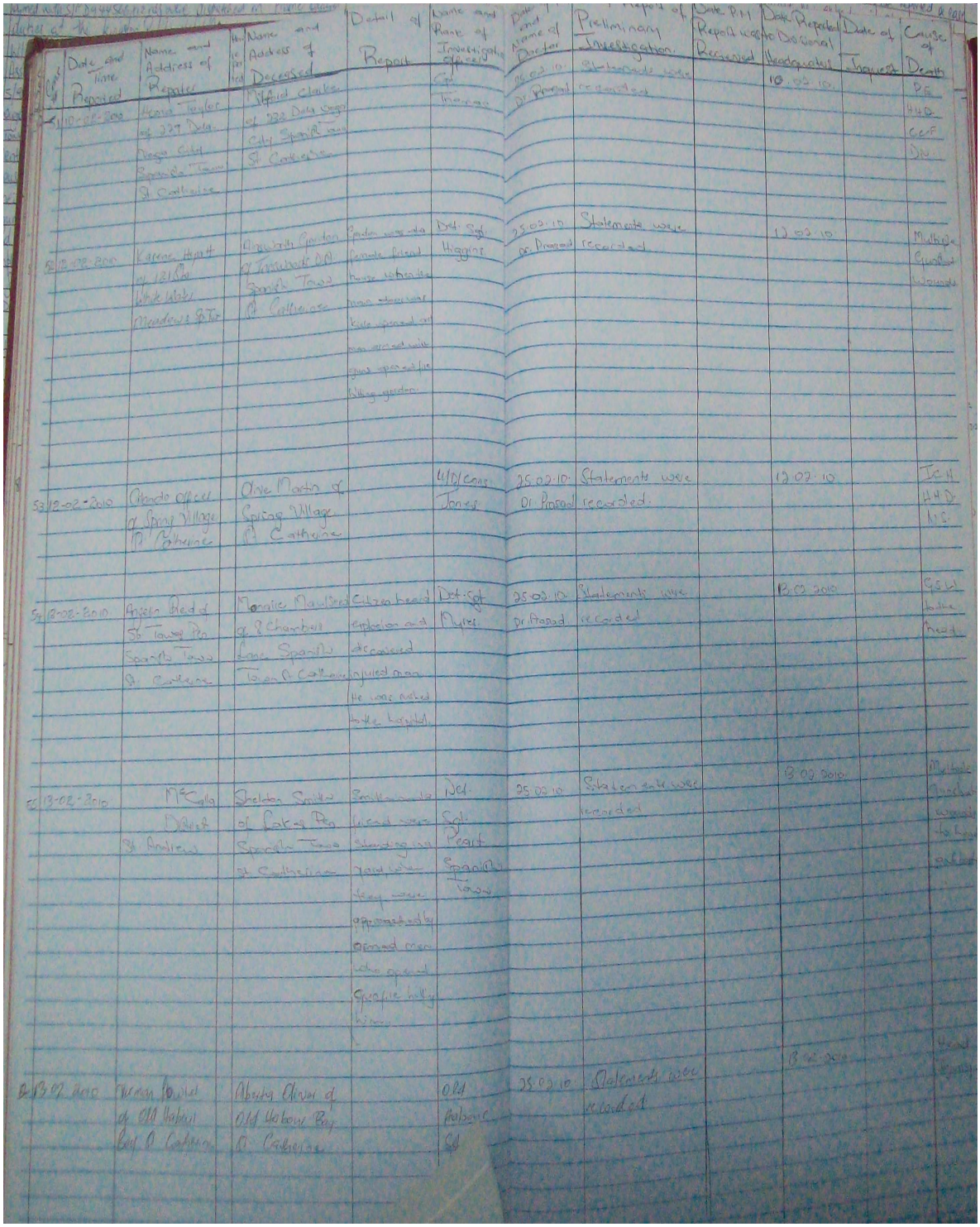


Photo 1: Extract from the Spanish Town Sudden Death Register

EXAMPLE OF INCOMPLETE ENTRIES IN JCF ADVANCE CARD PETROL BOOK AS PRESENTED ON MARCH 30, 2010

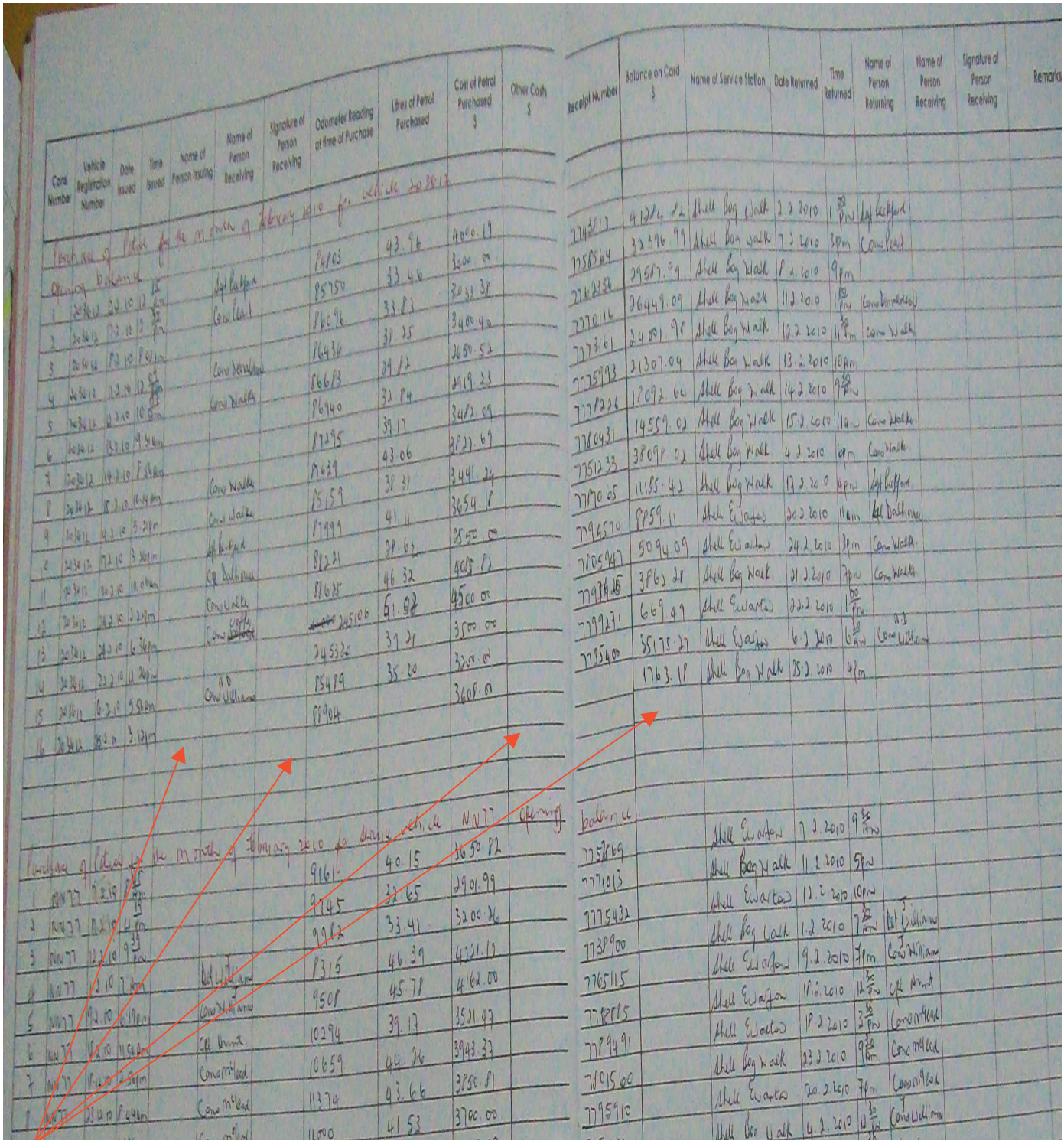
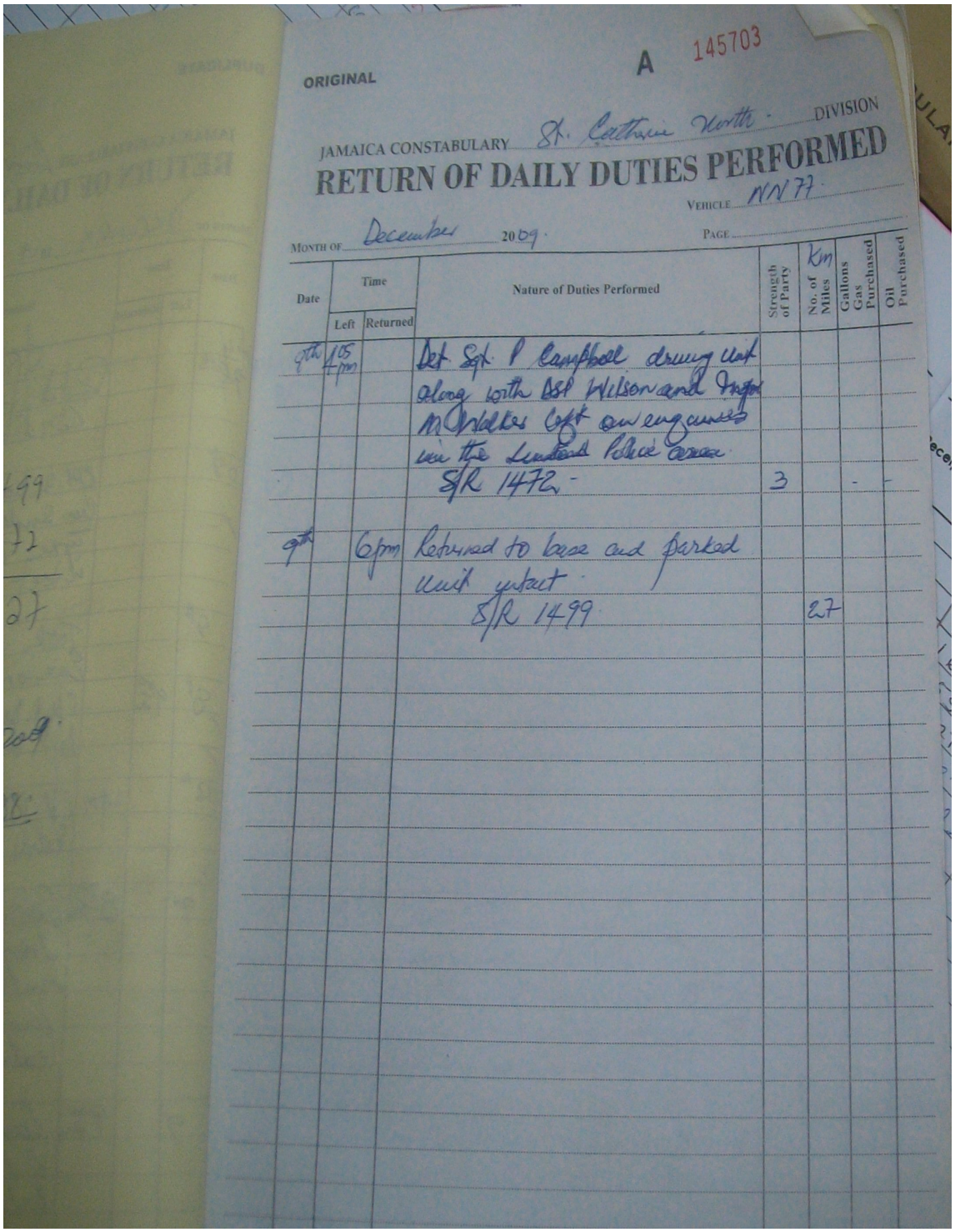


Photo 1: Extract from the Linstead Advance Card Petrol Book

MOTOR VEHICLE LOG BOOK AS PRESENTED ON MARCH 30, 2010



ORIGINAL

A 145703

JAMAICA CONSTABULARY St. Catherine North DIVISION

RETURN OF DAILY DUTIES PERFORMED

VEHICLE NN 77

MONTH OF December 2009 PAGE

Date	Time Left	Time Returned	Nature of Duties Performed	Strength of Party	No. of Miles (Km)	Gallons Gas Purchased	Oil Purchased
9th	10.15 4pm		Det Sgt. P Campbell driving unit along with Det Wilson and Inspr McWilliams left on engagement in the Linstead Police area. S/R 1472.	3		-	-
9th		6pm	Returned to base and parked unit intact. S/R 1499.		27		

Photo 1: Extract from the Linstead Motor Vehicle Log Book showing last entry

SUMMARY OF JCF INSPECTIONS OVER THE PAST SIX MONTHS ACCORDING TO STATION RECORDS

JCF Stations	Divisional	Area 3	Inspectorate of Constabulary
Spanish Town	February 10,2010	None seen	October 8-9, 2009
Ewarton	July 1, 2009	None seen	None seen
Shady Grove	July 6, 2009	None seen	None seen
Bog Walk	October 3, 2009	None seen	None seen
Riversdale	October 5, 2009	None seen	None seen
Guys Hill	October 2, 2009	None seen	None seen
Point Hill	September 23, 2009	None seen	None seen
Browns Hall	September 2, 2009	None seen	None seen
Above Rock		None seen	None seen
Sligoville	August 26, 2009	None seen	None seen
Linstead	October 17, 2009	None seen	None seen
Glengoffe	August 26, 2009	None seen	None seen
Guanaboa Vale	October 24, 2009	None seen	None seen

Does not conform to JCF Standing Orders

DUTY FORECAST BOOK FOR BOG WALK POLICE STATION SHOWING LONG WORK HOURS

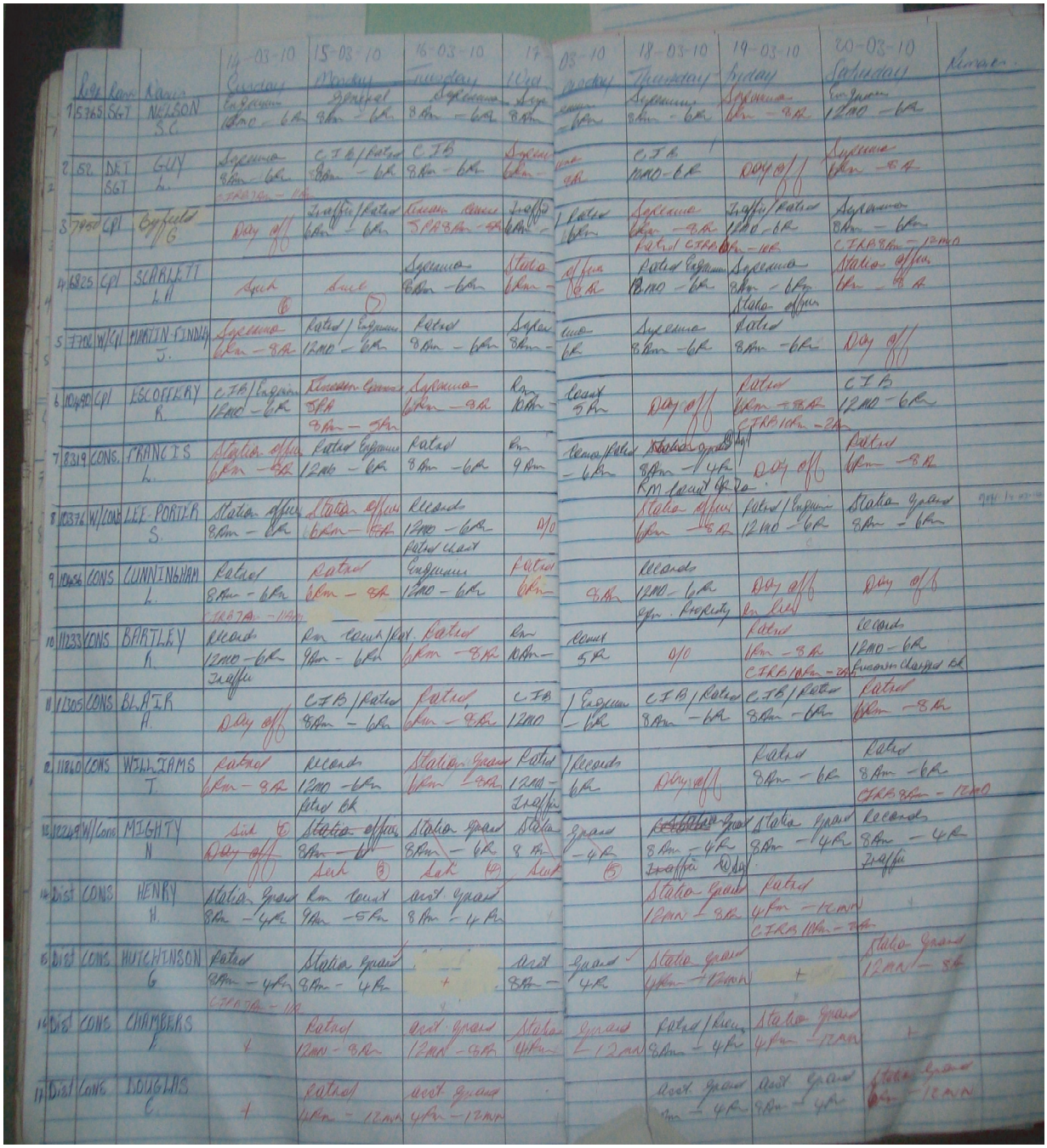


Photo 1: Extract from the Bog Walk Duty Forecast Register

DUTY FORECAST FOR THE DIVISION'S OPERATION TEAM SHOWING LONG WORK HOURS

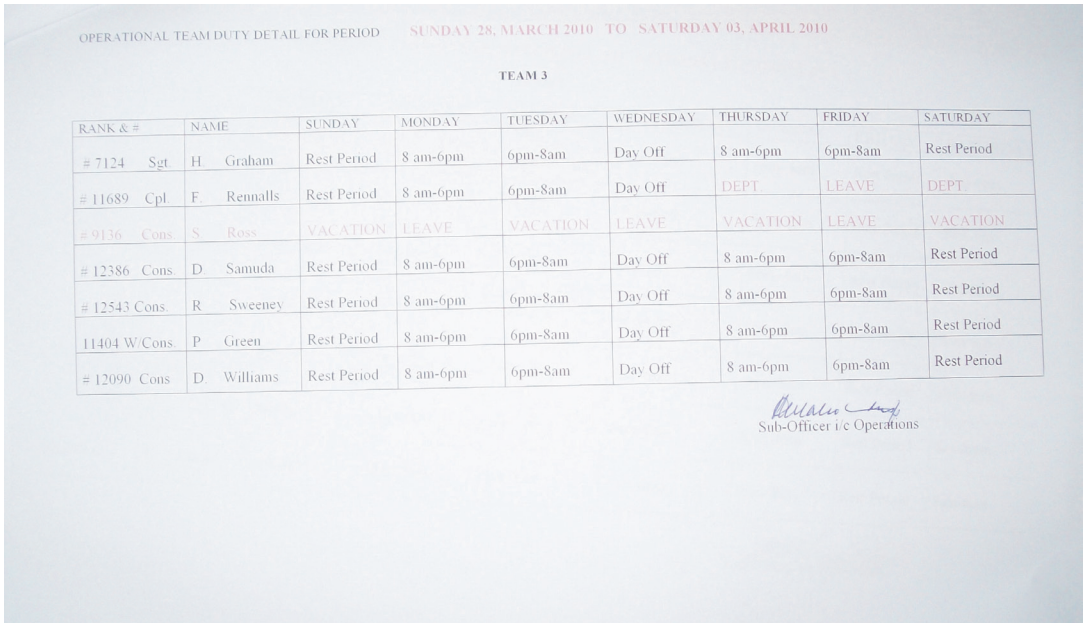
OPERATIONAL TEAM DUTY DETAIL FOR PERIOD SUNDAY 28, MARCH 2010 TO SATURDAY 03, APRIL 2010

TEAM 1

RANK & #	NAME	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
# 7375 Cpl.	E. McIntosh	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
#9240 Cons.	D. Turner	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
#8699 Cons.	M. Moulton	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
#11039 Cons.	G. Golding	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
#11054 Cons.	P. Stephenson	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
#9277 Cons.	K. Bennett	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am
Dist Cons.	R. Grey	6pm- 8am	Day Off	8am-6pm	6pm- 8am	Rest Period	8am-6pm	6pm- 8am

Sub-Officer i/c Operations

Photo 1: Duty forecast as presented on March 29, 2010



OPERATIONAL TEAM DUTY DETAIL FOR PERIOD SUNDAY 28, MARCH 2010 TO SATURDAY 03, APRIL 2010

TEAM 3

RANK & #	NAME	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
# 7124 Sgt.	H. Graham	Rest Period	8 am-6pm	6pm-8am	Day Off	8 am-6pm	6pm-8am	Rest Period
# 11689 Cpl.	F. Rennalls	Rest Period	8 am-6pm	6pm-8am	Day Off	DEPT.	LEAVE	DEPT.
# 9136 Cons.	S. Ross	VACATION	LEAVE	VACATION	LEAVE	VACATION	LEAVE	VACATION
# 12386 Cons.	D. Samuda	Rest Period	8 am-6pm	6pm-8am	Day Off	8 am-6pm	6pm-8am	Rest Period
# 12543 Cons.	R. Sweeney	Rest Period	8 am-6pm	6pm-8am	Day Off	8 am-6pm	6pm-8am	Rest Period
11404 W/Cons.	P. Green	Rest Period	8 am-6pm	6pm-8am	Day Off	8 am-6pm	6pm-8am	Rest Period
# 12090 Cons.	D. Williams	Rest Period	8 am-6pm	6pm-8am	Day Off	8 am-6pm	6pm-8am	Rest Period

Sub-Officer i/c Operations

Photo 2: Duty forecast as presented on March 29, 2010

EXAMPLES OF IMPROPER UTILIZATION OF ELECTRICITY DURING THE DAY TIME

Photo 1: Lights on during the daytime at Glengoffe Police station

ELECTRICITY BILLS FOR EWARTON POLICE STATION FROM DECEMBER 2009 – MARCH 2010

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Ewarton Police Station

Due Date 15-JAN-2010
Statement Date 29-DEC-2009
Rate RT20
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-274591

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$66,147.67	$21,127.83	$45,019.84	$23,975.25	$68,995.09

Dear Customer,
As we enjoy this special time of year, let us be mindful of the need to practice energy conservation. Here are a few tips to bear in mind:
* Do not overload your Christmas tree with lights;
* Use less house lights when the Christmas tree lights are on;

CURRENT CHARGES FOR METER # 830659

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
20	31	89.59	89.00	$.00	1

From: 28-Nov-2009 To: 29-Dec-2009

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	93866	93062	Energy	804	11.990	$9,639.96

Electricity Bill 1: December 2009

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Ewarton Police Station

Due Date 15-FEB-2010
Statement Date 29-JAN-2010
Rate RT26
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-274591

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$68,995.09	$21,717.88	$47,277.21	$21,842.19	$69,119.40

Dear Customer,

CURRENT CHARGES FOR METER # 830659

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
20	31	89.60	89.00	$.00	1

From: 29-Dec-2009 To: 29-Jan-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	94604	93866	Energy	738	11.990	$8,848.62

Electricity Bill 2: January 2010

ELECTRICITY BILLS FOR EWARTON POLICE STATION FROM DECEMBER 2009 – MARCH 2010

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Ewarton Police Station

Due Date 16-MAR-2010
Statement Date 27-FEB-2010
Rate RT26
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises #
100077-274591

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$69,119.40	$21,307.38	$47,812.02	$20,212.50	$68,024.52

Dear Customer,
As you make plans for this new year, why not examine how efficiently electricity is being used in your household or business place?

Ask yourself:
- Are all my bulbs fluorescent?
- Are lights turned off when no one is using them?

CURRENT CHARGES FOR METER # 830659

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
20	28	89.70	89.00	$.00	1

From: 29-Jan-2010 To: 26-Feb-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	95266	94604	Energy	662	11.990	$7,937.38

Electricity Bill 3: February 2010

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Ewarton Police Station

Due Date 16-APR-2010
Statement Date 31-MAR-2010
Rate RT26
Page 1 of 1

INVOICE

ACCOUNT SUMMARY

Customer # - Premises #
100077-274591

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$68,024.52	$45,817.44	$22,207.08	$19,990.37	$42,197.45

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 830659

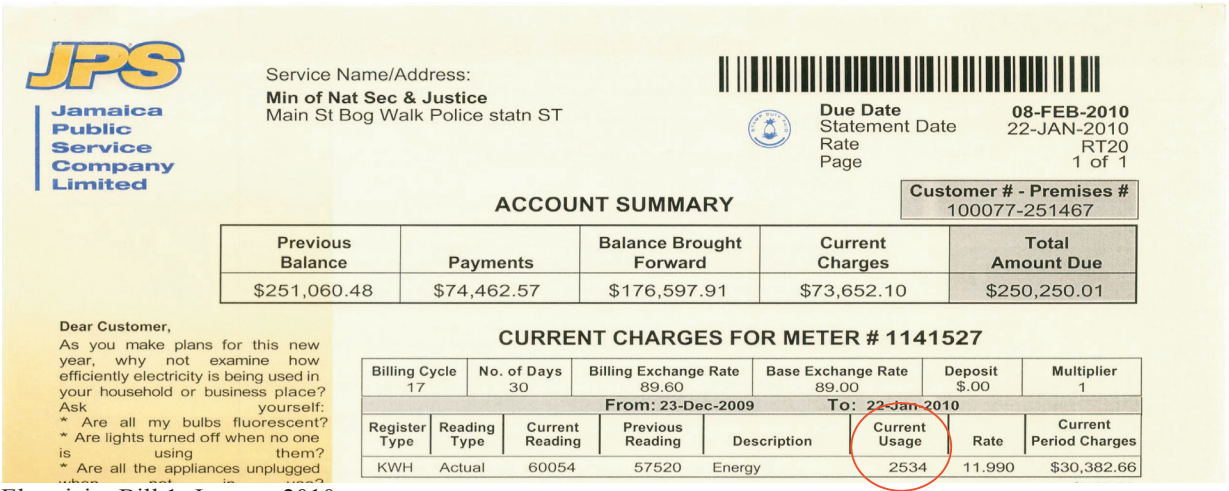
Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
20	31	89.75	89.00	$.00	1

From: 26-Feb-2010 To: 29-Mar-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	95942	95266	Energy	676	11.990	$8,105.24

Electricity Bill 4: March 2010

ELECTRICITY BILLS FOR BOG WALK POLICE STATION FROM JANUARY 2010 – MARCH 2010



Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Main St Bog Walk Police statn ST

Due Date 08-FEB-2010
Statement Date 22-JAN-2010
Rate RT20
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-251467

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$251,060.48	$74,462.57	$176,597.91	$73,652.10	$250,250.01

Dear Customer,
As you make plans for this new year, why not examine how efficiently electricity is being used in your household or business place?
Ask yourself:
* Are all my bulbs fluorescent?
* Are lights turned off when no one is using them?
* Are all the appliances unplugged

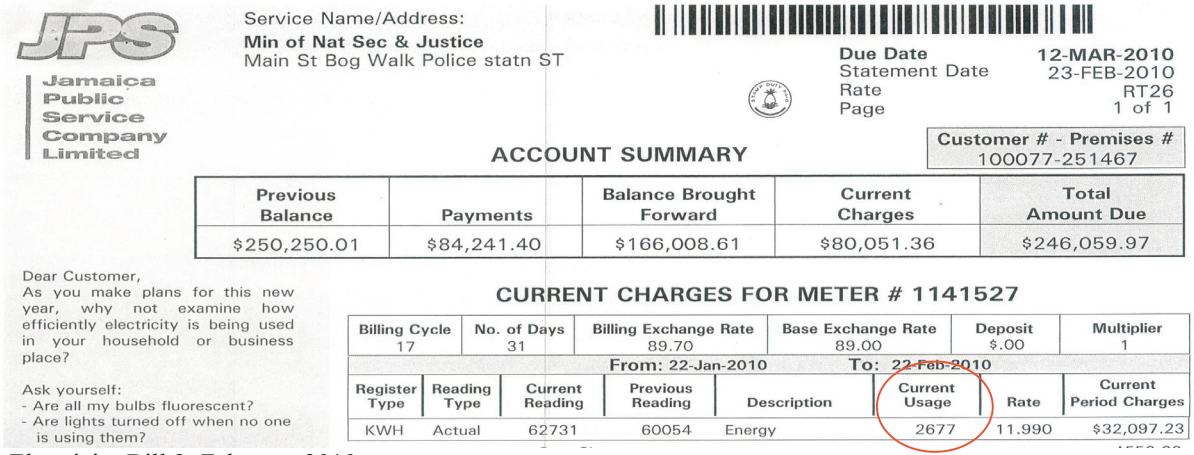
CURRENT CHARGES FOR METER # 1141527

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
17	30	89.60	89.00	$.00	1

From: 23-Dec-2009 To: 22-Jan-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	60054	57520	Energy	2534	11.990	$30,382.66

Electricity Bill 1: January 2010



Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Main St Bog Walk Police statn ST

Due Date 12-MAR-2010
Statement Date 23-FEB-2010
Rate RT26
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-251467

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$250,250.01	$84,241.40	$166,008.61	$80,051.36	$246,059.97

Dear Customer,
As you make plans for this new year, why not examine how efficiently electricity is being used in your household or business place?

Ask yourself:
- Are all my bulbs fluorescent?
- Are lights turned off when no one is using them?

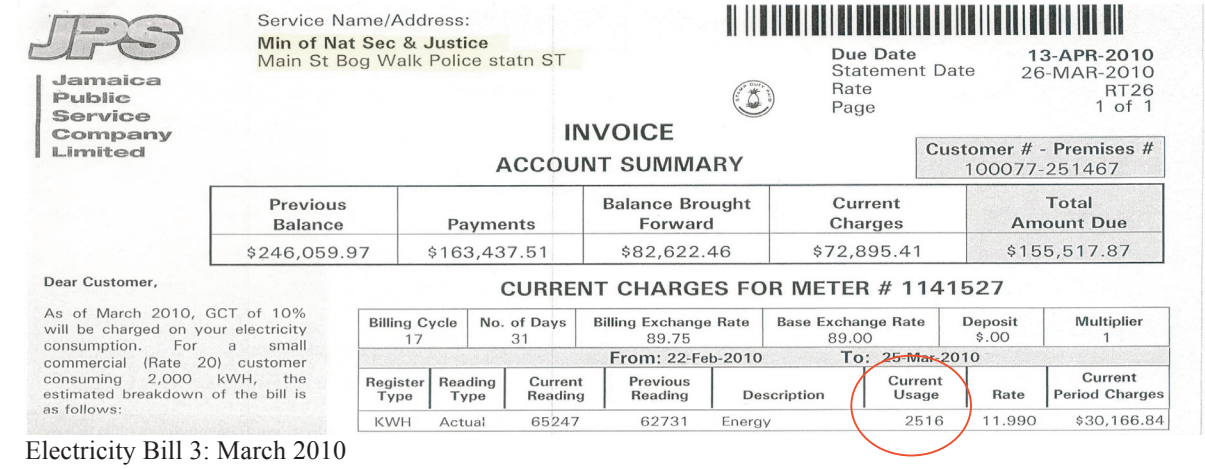
CURRENT CHARGES FOR METER # 1141527

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
17	31	89.70	89.00	$.00	1

From: 22-Jan-2010 To: 22-Feb-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	62731	60054	Energy	2677	11.990	$32,097.23

Electricity Bill 2: February 2010



Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Main St Bog Walk Police statn ST

Due Date 13-APR-2010
Statement Date 26-MAR-2010
Rate RT26
Page 1 of 1

INVOICE

ACCOUNT SUMMARY

Customer # - Premises # 100077-251467

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$246,059.97	$163,437.51	$82,622.46	$72,895.41	$155,517.87

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 1141527

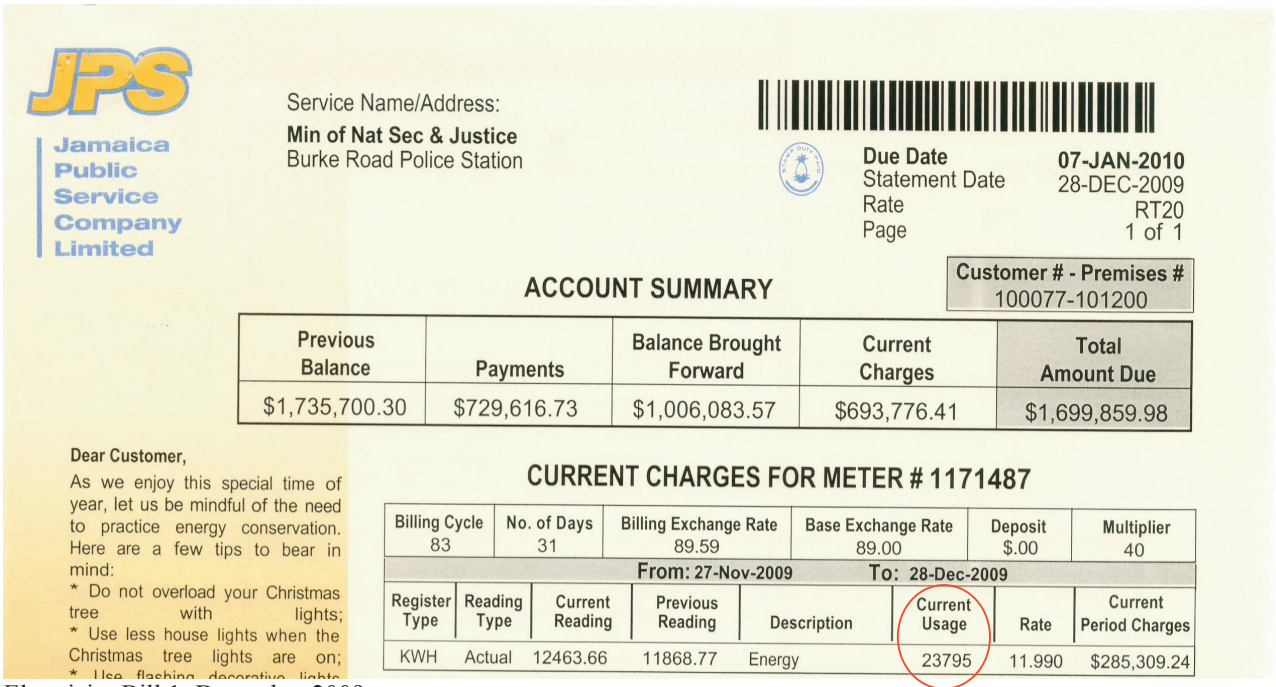
Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
17	31	89.75	89.00	$.00	1

From: 22-Feb-2010 To: 25-Mar-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	65247	62731	Energy	2516	11.990	$30,166.84

Electricity Bill 3: March 2010

ELECTRICITY BILLS FOR SPANISH TOWN POLICE STATION FROM DECEMBER 2009 - MARCH 2010



Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Burke Road Police Station

Due Date 07-JAN-2010
Statement Date 28-DEC-2009
Rate RT20
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-101200

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$1,735,700.30	$729,616.73	$1,006,083.57	$693,776.41	$1,699,859.98

Dear Customer,

As we enjoy this special time of year, let us be mindful of the need to practice energy conservation. Here are a few tips to bear in mind:

* Do not overload your Christmas tree with lights;
* Use less house lights when the Christmas tree lights are on;
* Use flashing decorative lights

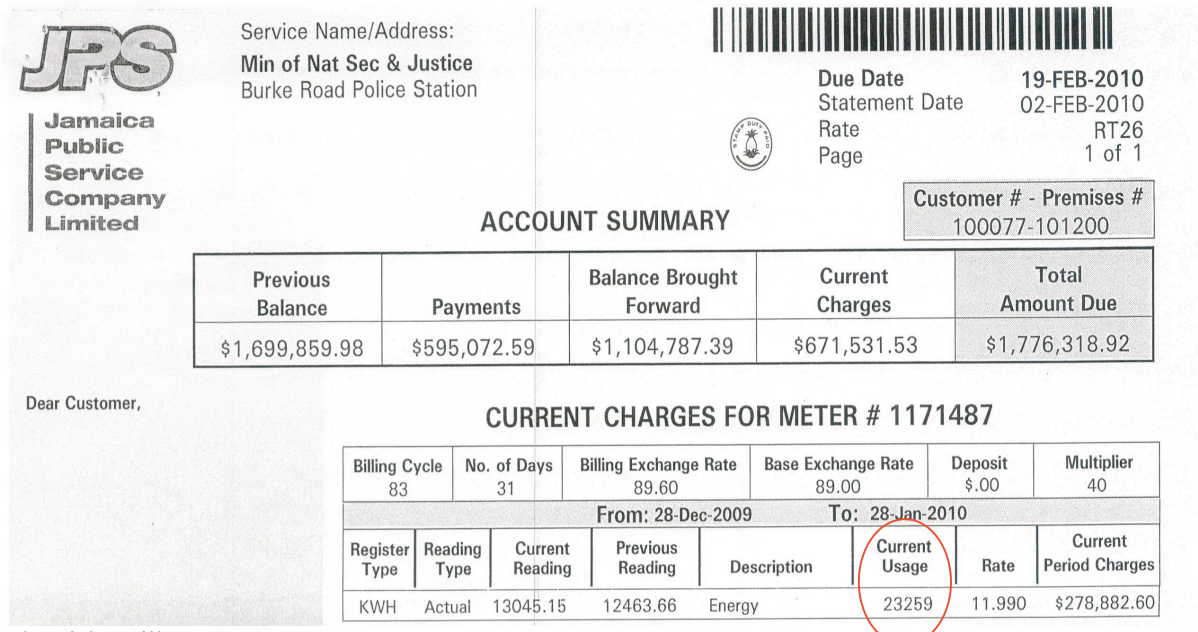
CURRENT CHARGES FOR METER # 1171487

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
83	31	89.59	89.00	$.00	40

From: 27-Nov-2009 To: 28-Dec-2009

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	12463.66	11868.77	Energy	23795	11.990	$285,309.24

Electricity Bill 1: December 2009



Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Burke Road Police Station

Due Date 19-FEB-2010
Statement Date 02-FEB-2010
Rate RT26
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises # 100077-101200

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$1,699,859.98	$595,072.59	$1,104,787.39	$671,531.53	$1,776,318.92

Dear Customer,

CURRENT CHARGES FOR METER # 1171487

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
83	31	89.60	89.00	$.00	40

From: 28-Dec-2009 To: 28-Jan-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	13045.15	12463.66	Energy	23259	11.990	$278,882.60

Electricity Bill 2: January 2010

ELECTRICITY BILLS FOR SPANISH TOWN POLICE STATION FROM DECEMBER 2009 – MARCH 2010

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Burke Road Police Station

Due Date 08-MAR-2010
Statement Date 26-FEB-2010
Rate RT26
Page 1 of 1

ACCOUNT SUMMARY

Customer # - Premises #
100077-101200

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$1,776,318.92	$653,510.88	$1,122,808.04	$671,021.63	$1,793,829.67

Dear Customer,
As you make plans for this new year, why not examine how efficiently electricity is being used in your household or business place?

Ask yourself:
- Are all my bulbs fluorescent?
- Are lights turned off when no one is using them?

CURRENT CHARGES FOR METER # 1171487

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
83	28	89.70	89.00	$.00	40

From: 28-Jan-2010 To: 25-Feb-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	13609.58	13045.15	Energy	22577	11.990	$270,700.63

Electricity Bills 3: February 2010

Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Burke Road Police Station

Due Date 08-APR-2010
Statement Date 29-MAR-2010
Rate RT26
Page 1 of 1

INVOICE

ACCOUNT SUMMARY

Customer # - Premises #
100077-101200

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$1,793,829.67	$1,365,307.94	$428,521.73	$761,914.47	$1,190,436.20

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 1171487

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
83	31	89.75	89.00	$.00	40

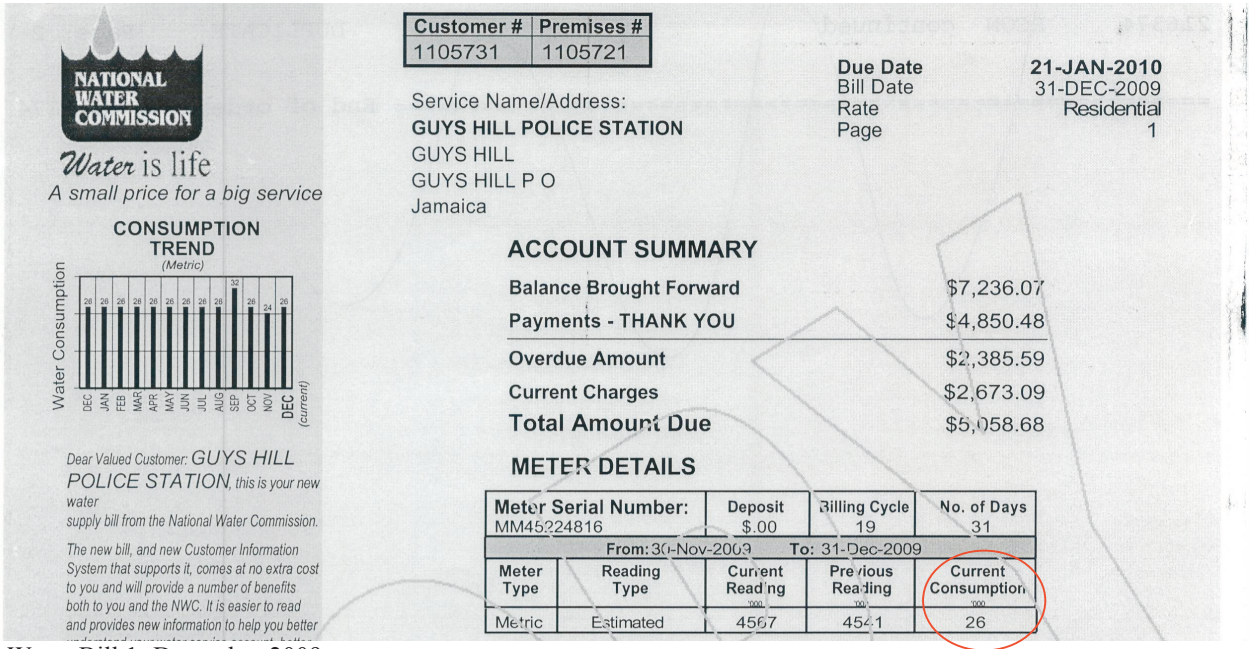
From: 25-Feb-2010 To: 28-Mar-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	14271.57	13609.58	Energy	26479	11.990	$317,490.40

Electricity Bills 4: March 2010

EXAMPLE OF PROPER UTILIZATION OF WATER

WATER BILLS FOR GUYS HILL POLICE STATION FROM DECEMBER 2009 – MARCH 2010



NATIONAL WATER COMMISSION

Water is life

A small price for a big service

CONSUMPTION TREND (Metric)

Dear Valued Customer: GUYS HILL POLICE STATION, this is your new water supply bill from the National Water Commission.

The new bill, and new Customer Information System that supports it, comes at no extra cost to you and will provide a number of benefits both to you and the NWC. It is easier to read and provides new information to help you better

Customer #	Premises #
1105731	1105721

Service Name/Address:
GUYS HILL POLICE STATION
GUYS HILL
GUYS HILL P O
Jamaica

Due Date	21-JAN-2010
Bill Date	31-DEC-2009
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$7,236.07
Payments - THANK YOU	$4,850.48
Overdue Amount	$2,385.59
Current Charges	$2,673.09
Total Amount Due	$5,058.68

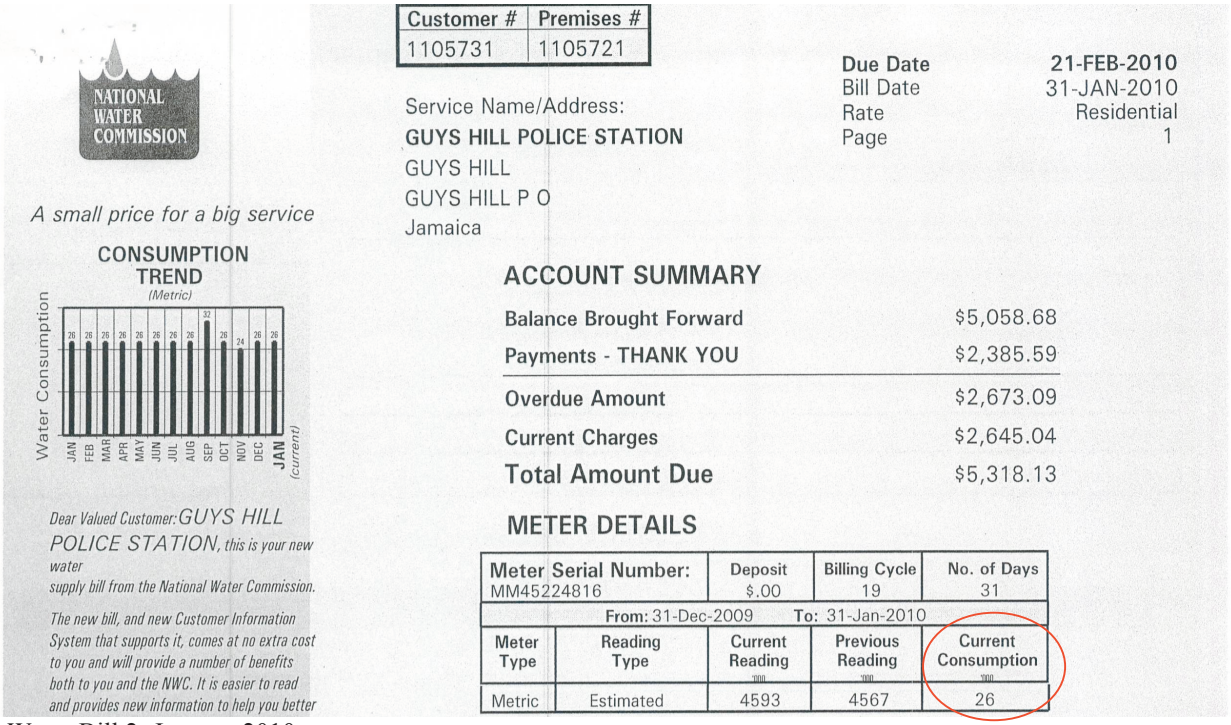
METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
MM45224816	$.00	19	31

From: 30-Nov-2009 To: 31-Dec-2009

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
Metric	Estimated	4567	4541	26

Water Bill 1: December 2009



NATIONAL WATER COMMISSION

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CONSUMPTION TREND (Metric)

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The new bill, and new Customer Information System that supports it, comes at no extra cost to you and will provide a number of benefits both to you and the NWC. It is easier to read and provides new information to help you better

Customer #	Premises #
1105731	1105721

Service Name/Address:
GUYS HILL POLICE STATION
GUYS HILL
GUYS HILL P O
Jamaica

Due Date	21-FEB-2010
Bill Date	31-JAN-2010
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$5,058.68
Payments - THANK YOU	$2,385.59
Overdue Amount	$2,673.09
Current Charges	$2,645.04
Total Amount Due	$5,318.13

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
MM45224816	$.00	19	31

From: 31-Dec-2009 To: 31-Jan-2010

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
Metric	Estimated	4593	4567	26

Water Bill 2: January 2010

WATER BILLS FOR GUYS HILL POLICE STATION FROM DECEMBER 2009 – MARCH 2010

NATIONAL WATER COMMISSION

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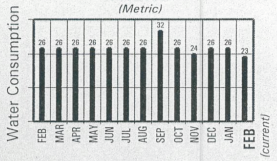
CONSUMPTION TREND
(Metric)



Dear Valued Customer:

Severe drought conditions occasioned by the El Nino weather phenomenon have been affecting many water supply systems.

NWC is receiving a fraction of the water it needs to provide to customers and this has forced the imposition of various water management measures. These measures include:

Customer #	Premises #
1105731	1105721

Due Date 23-MAR-2010
Bill Date 02-MAR-2010
Rate Residential
Page 1

Service Name/Address:
GUYS HILL POLICE STATION
GUYS HILL
GUYS HILL P O
Jamaica

ACCOUNT SUMMARY

Balance Brought Forward	$5,318.13
Payments - THANK YOU	$2,673.09
Overdue Amount	$2,645.04
Current Charges	$2,392.70
Total Amount Due	$5,037.74

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
MM45224816	$.00	19	28
From: 31-Jan-2010		To: 28-Feb-2010	

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	4616	4593	23

Water Bill 3: February 2010

NATIONAL WATER COMMISSION

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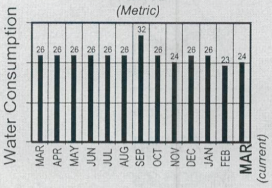
CONSUMPTION TREND
(Metric)



Dear Valued Customer:

Severe drought conditions occasioned by the El Nino weather phenomenon have been affecting many water supply systems.

NWC is receiving a fraction of the water it needs to provide to customers and this has forced the imposition of various water management measures. These measures include:

- Scheduled distribution of the limited water;
- Measures to access additional sources of water;
- Measures to maximize existing sources and

ACCOUNT SUMMARY

Balance Brought Forward	$5,037.74
Payments - THANK YOU	$2,645.04
Overdue Amount	$2,392.70
Current Charges	$2,523.34
Total Amount Due	$4,916.04

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
MM45224816	$.00	19	29
From: 28-Feb-2010		To: 29-Mar-2010	

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	4640	4616	24

Water Bill 4: March 2010

WATER BILLS FOR GLENGOFFE POLICE STATION FROM DECEMBER 2009 – MARCH 2010

NATIONAL WATER COMMISSION

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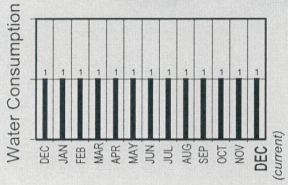
CONSUMPTION TREND



Dear Valued Customer: GLENGOFFE POLIC STATION, this is your new water supply bill from the National Water Commission.

The new bill, and new Customer Information System that supports it, comes at no extra cost to you and will provide a number of benefits both to you and the NWC. It is easier to read and provides new information to help you better

Customer #	Premises #
1105126	1105116

Service Name/Address:
GLENGOFFE POLIC STATION
GLENGOFFE
GLENGOFFE PO
Jamaica

Due Date	**21-JAN-2010**
Bill Date	31-DEC-2009
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$2,162.93
Payments - THANK YOU	$1,408.51
Overdue Amount	$754.42
Current Charges	$776.25
Total Amount Due	$1,530.67

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	33

From: 26-Nov-2009 To: 31-Dec-2009

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
N/A	N/A	N/A	N/A	1

Water Bill 1: December 2009

NATIONAL WATER COMMISSION

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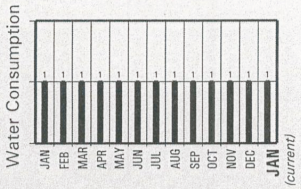
CONSUMPTION TREND



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Customer #	Premises #
1105126	1105116

Service Name/Address:
GLENGOFFE POLIC STATION
GLENGOFFE
GLENGOFFE PO
Jamaica

Due Date	**20-FEB-2010**
Bill Date	30-JAN-2010
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$1,530.67
Payments - THANK YOU	$1,480.89
Overdue Amount	$49.78
Current Charges	$768.08
Total Amount Due	$817.86

METER DETAILS

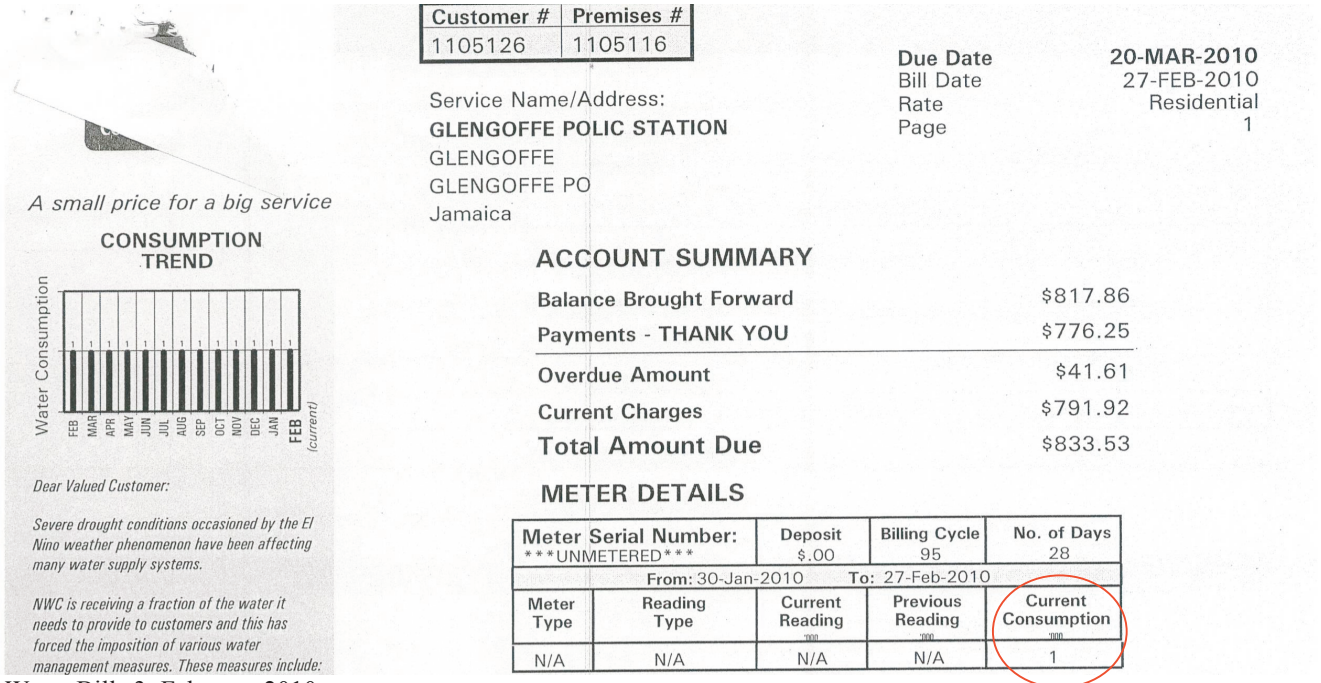
Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	30

From: 31-Dec-2009 To: 30-Jan-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
N/A	N/A	N/A	N/A	1

Water Bill: January 2010

WATER BILLS FOR GLENGOFFE POLICE STATION FROM DECEMBER 2009 – MARCH 2010



A small price for a big service

CONSUMPTION TREND

Dear Valued Customer:

Severe drought conditions occasioned by the El Nino weather phenomenon have been affecting many water supply systems.

NWC is receiving a fraction of the water it needs to provide to customers and this has forced the imposition of various water management measures. These measures include:

Customer #	Premises #
1105126	1105116

Service Name/Address:
GLENGOFFE POLIC STATION
GLENGOFFE
GLENGOFFE PO
Jamaica

Due Date	20-MAR-2010
Bill Date	27-FEB-2010
Rate	Residential
Page	1

ACCOUNT SUMMARY

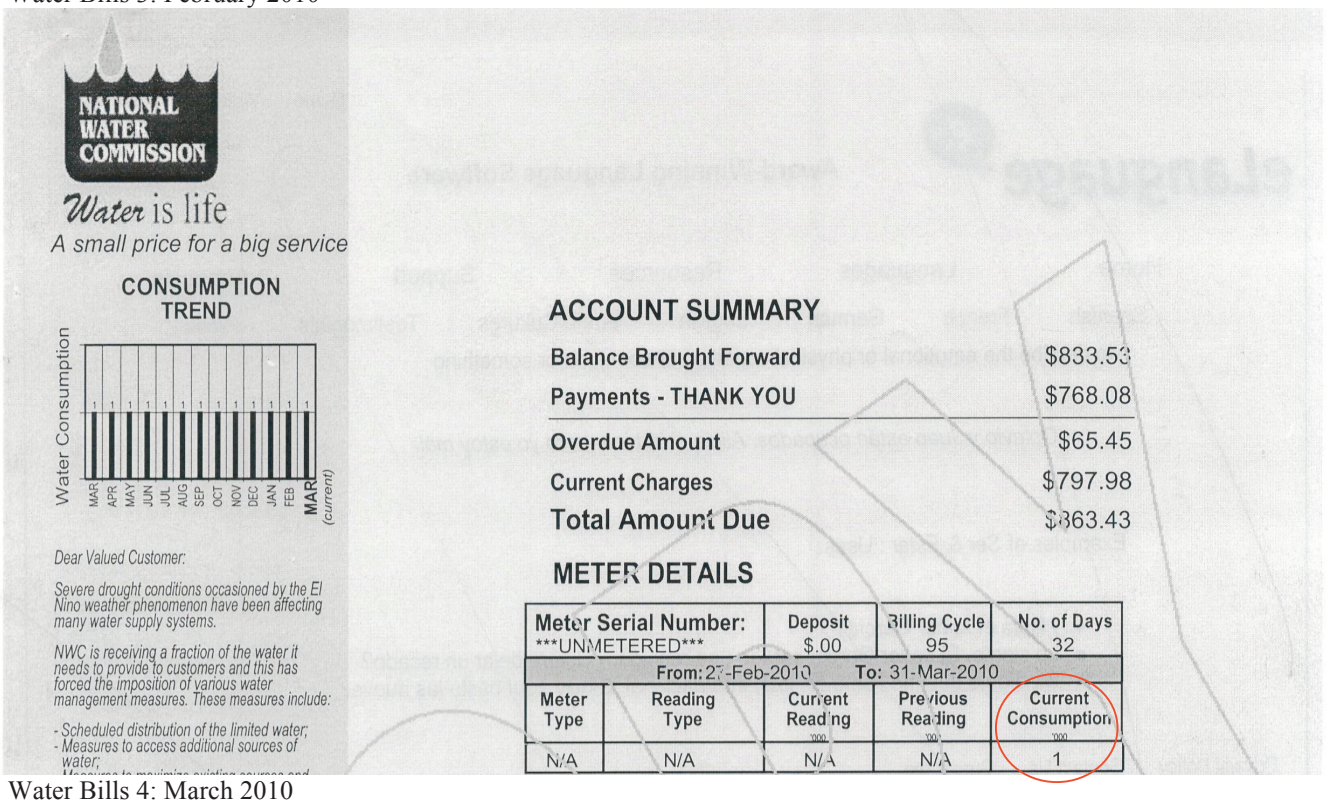
Balance Brought Forward	$817.86
Payments - THANK YOU	$776.25
Overdue Amount	$41.61
Current Charges	$791.92
Total Amount Due	$833.53

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	28
From: 30-Jan-2010		To: 27-Feb-2010	

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	1

Water Bills 3: February 2010



NATIONAL WATER COMMISSION

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CONSUMPTION TREND

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- Scheduled distribution of the limited water;
- Measures to access additional sources of water;

ACCOUNT SUMMARY

Balance Brought Forward	$833.53
Payments - THANK YOU	$768.08
Overdue Amount	$65.45
Current Charges	$797.98
Total Amount Due	$863.43

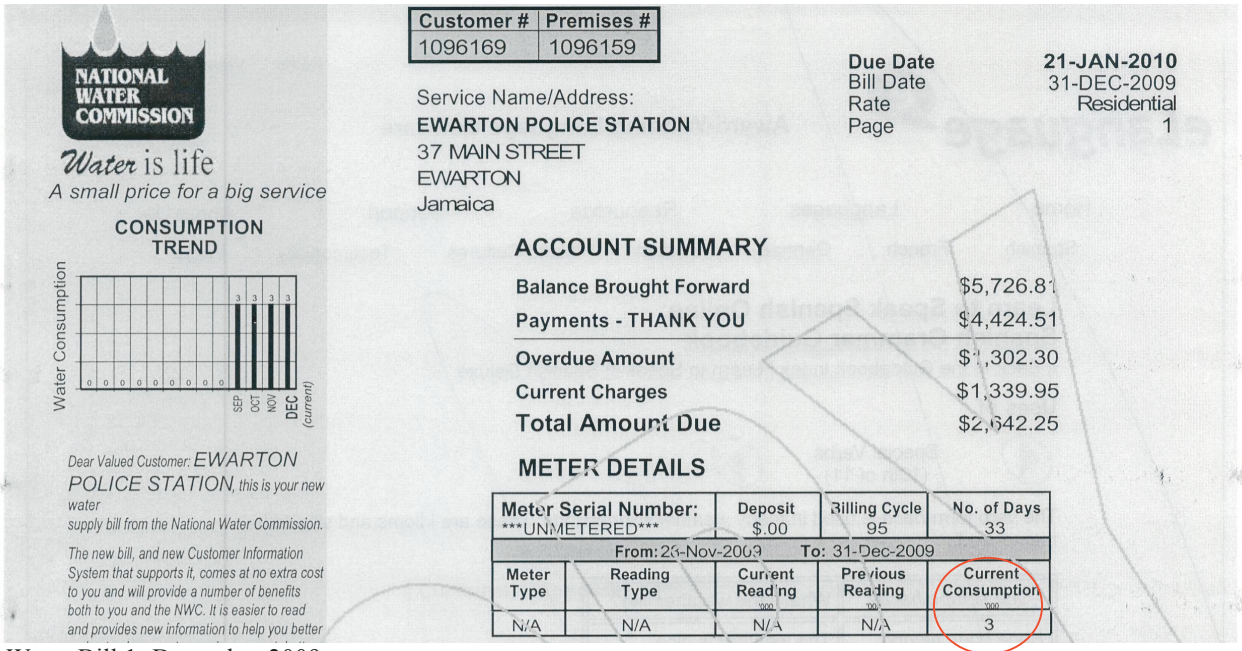
METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	32
From: 27-Feb-2010		To: 31-Mar-2010	

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	1

Water Bills 4: March 2010

WATER BILLS FOR EWARTON POLICE STATION FROM DECEMBER 2009-MARCH 2010



NATIONAL WATER COMMISSION

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CONSUMPTION TREND

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Customer #	Premises #
1096169	1096159

Service Name/Address:
EWARTON POLICE STATION
37 MAIN STREET
EWARTON
Jamaica

Due Date	**21-JAN-2010**
Bill Date	31-DEC-2009
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$5,726.81
Payments - THANK YOU	$4,424.51
Overdue Amount	$1,302.30
Current Charges	$1,339.95
Total Amount Due	$2,642.25

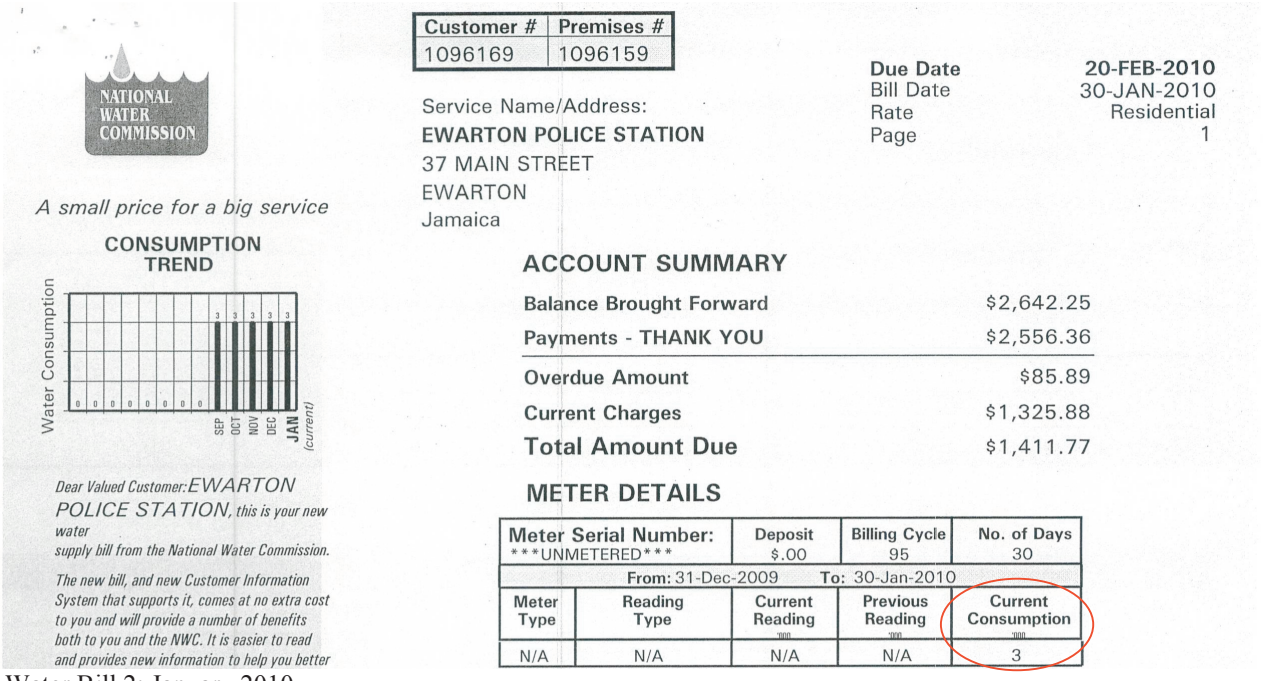
METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	33

From: 23-Nov-2009 To: 31-Dec-2009

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	3

Water Bill 1: December 2009



NATIONAL WATER COMMISSION

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CONSUMPTION TREND

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Customer #	Premises #
1096169	1096159

Service Name/Address:
EWARTON POLICE STATION
37 MAIN STREET
EWARTON
Jamaica

Due Date	**20-FEB-2010**
Bill Date	30-JAN-2010
Rate	Residential
Page	1

ACCOUNT SUMMARY

Balance Brought Forward	$2,642.25
Payments - THANK YOU	$2,556.36
Overdue Amount	$85.89
Current Charges	$1,325.88
Total Amount Due	$1,411.77

METER DETAILS

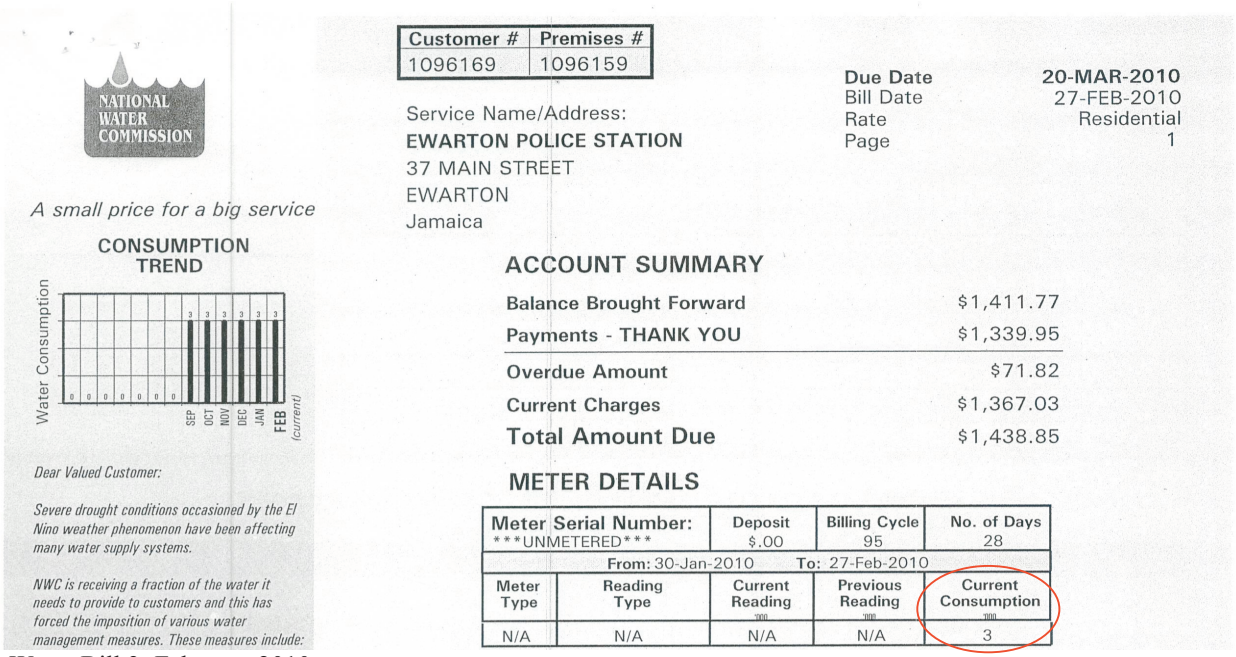
Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	30

From: 31-Dec-2009 To: 30-Jan-2010

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	3

Water Bill 2: January 2010

WATER BILLS FOR EWARTON POLICE STATION FROM DECEMBER 2009-MARCH 2010



NATIONAL WATER COMMISSION

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CONSUMPTION TREND

Dear Valued Customer:

Severe drought conditions occasioned by the El Nino weather phenomenon have been affecting many water supply systems.

NWC is receiving a fraction of the water it needs to provide to customers and this has forced the imposition of various water management measures. These measures include:

Customer #	Premises #
1096169	1096159

Service Name/Address:
EWARTON POLICE STATION
37 MAIN STREET
EWARTON
Jamaica

Due Date	20-MAR-2010
Bill Date	27-FEB-2010
Rate	Residential
Page	1

ACCOUNT SUMMARY

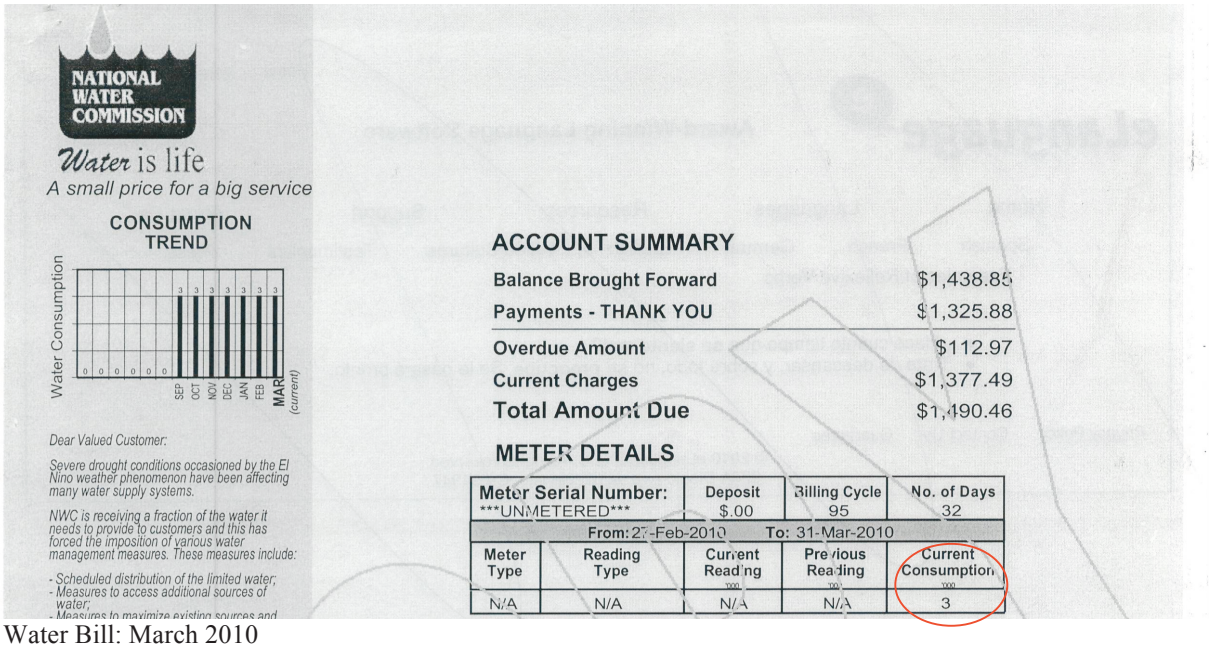
Balance Brought Forward	$1,411.77
Payments - THANK YOU	$1,339.95
Overdue Amount	$71.82
Current Charges	$1,367.03
Total Amount Due	$1,438.85

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	28
From: 30-Jan-2010		To: 27-Feb-2010	

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	3

Water Bill 3: February 2010



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- Scheduled distribution of the limited water;
- Measures to access additional sources of water;

ACCOUNT SUMMARY

Balance Brought Forward	$1,438.85
Payments - THANK YOU	$1,325.88
Overdue Amount	$112.97
Current Charges	$1,377.49
Total Amount Due	$1,490.46

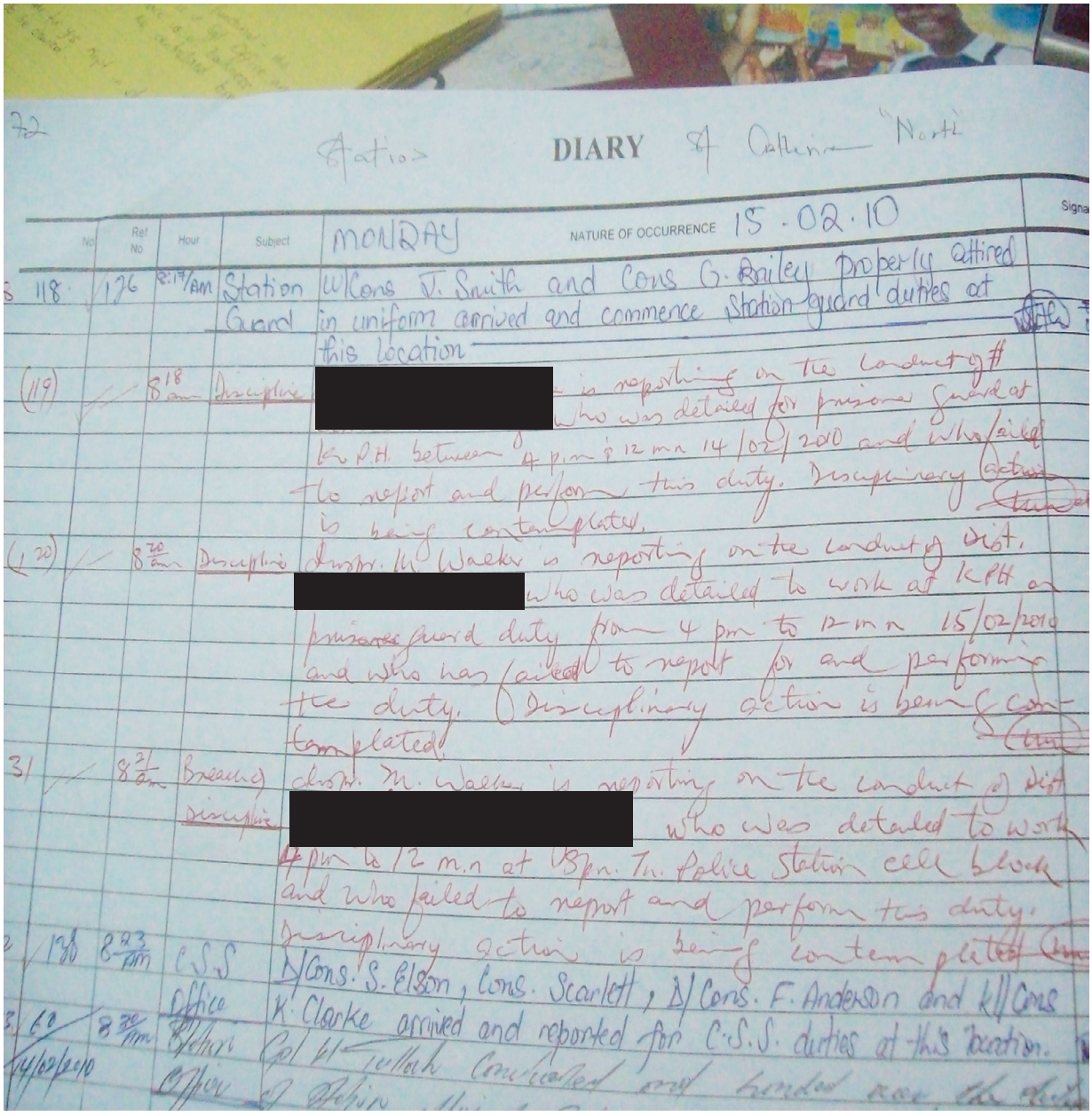
METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
UNMETERED	$.00	95	32
From: 27-Feb-2010		To: 31-Mar-2010	

Meter Type	Reading Type	Current Reading	Previous Reading	Current Consumption
N/A	N/A	N/A	N/A	3

Water Bill: March 2010

EXAMPLE OF ACCOUNTABILITY IN STATION DIARY



DIARY

NATURE OF OCCURRENCE 15.02.10

No	Ref No	Hour	Subject	MONDAY
118	176	8:17 AM	Station Guard	W/Cons T. Smith and Cons G. Bailey properly attired in uniform arrived and commence station guard duties at this location
(119)		8:18 am	Disciplin	[redacted] is reporting on the conduct of # who was detailed for prisons Guard at ker P.H. between 4 p.m & 12 mn 14/02/2010 and who failed to report and perform this duty. Disciplinary action is being contemplated.
(120)		8:20 am	Disciplin	Constr. M. Weeks is reporting on the conduct of Dist. [redacted] who was detailed to work at KPH on prisons guard duty from 4 pm to 12 mn 15/02/2010 and who has failed to report for and performing the duty. Disciplinary action is being contemplated.
31		8:21 am	Breaching Disciplin	Constr. M. Weeks is reporting on the conduct of Dist. [redacted] who was detailed to work 4 pm to 12 m.n at Spn. Tn. Police Station cell block and who failed to report and perform this duty. Disciplinary action is being contemplated
2	178	8:23 AM	C.S.S	D/Cons. S. Elson, Cons. Scarlett, D/Cons. F. Anderson and K/Cons
3	60	8:30 am	Office	K. Clarke arrived and reported for C.S.S. duties at this location.
14/02/2010			Station Officer	Cpl H. Tulloch Conducted and handed over the duty

Photo 1: Extract from Station Diary at Spanish Town as presented on April 7, 2010

ENTRIES IN DIVISIONAL DEFAULT REGISTER

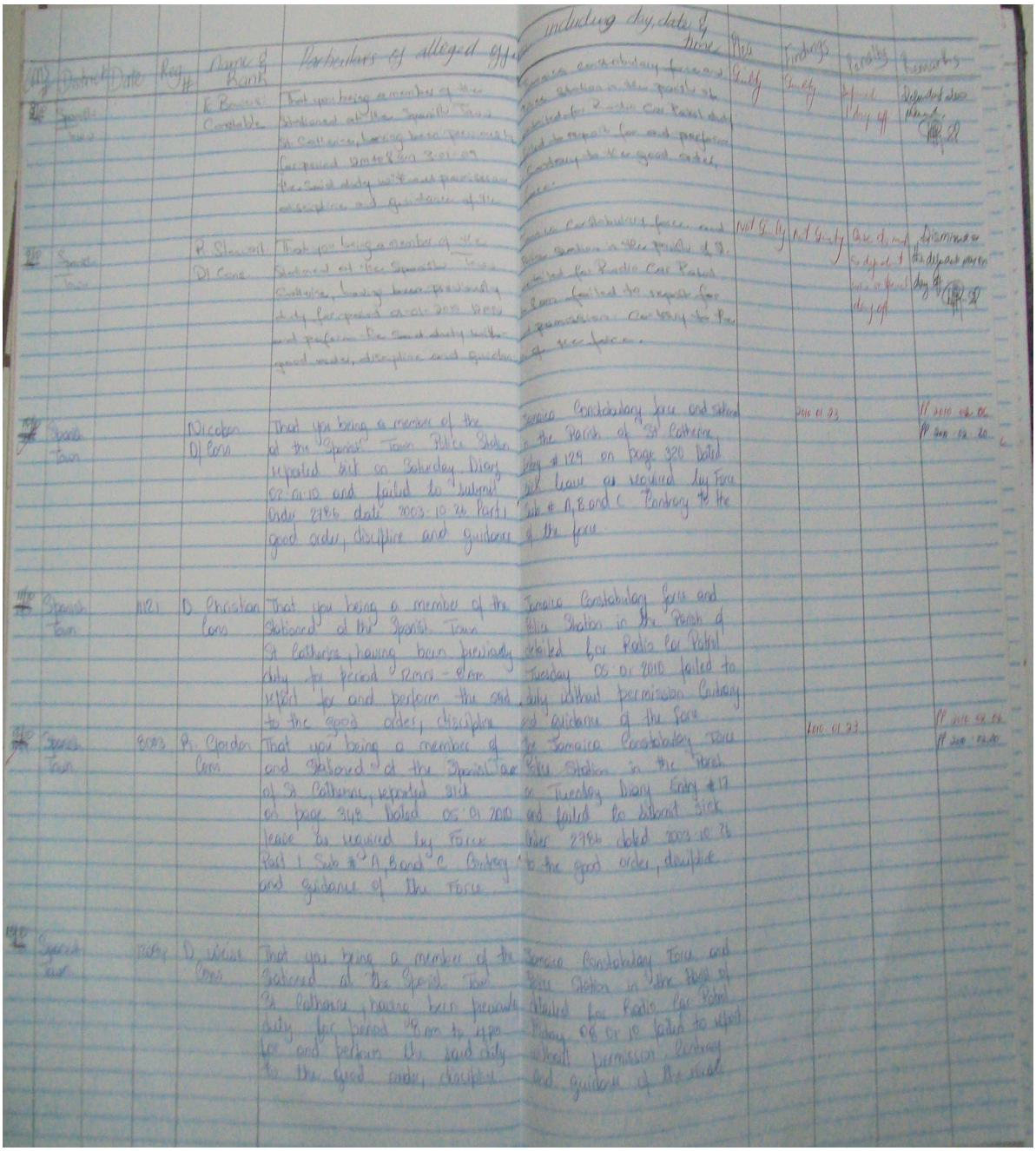
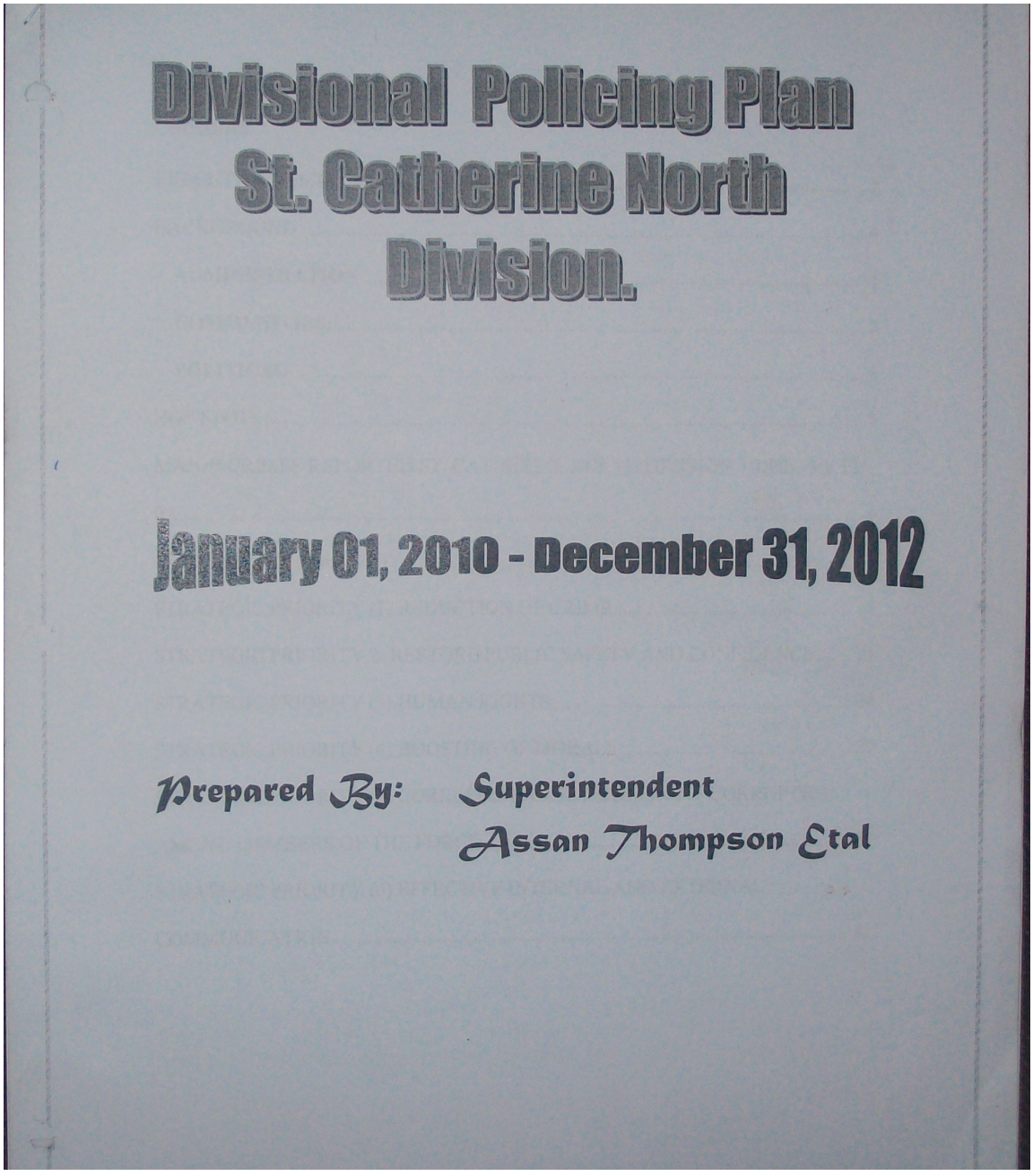


Photo 1: Extract from the Divisional Default Register as presented on April 7, 2010

COVER PAGE OF THE DIVISIONAL POLICING PLAN FOR 2010

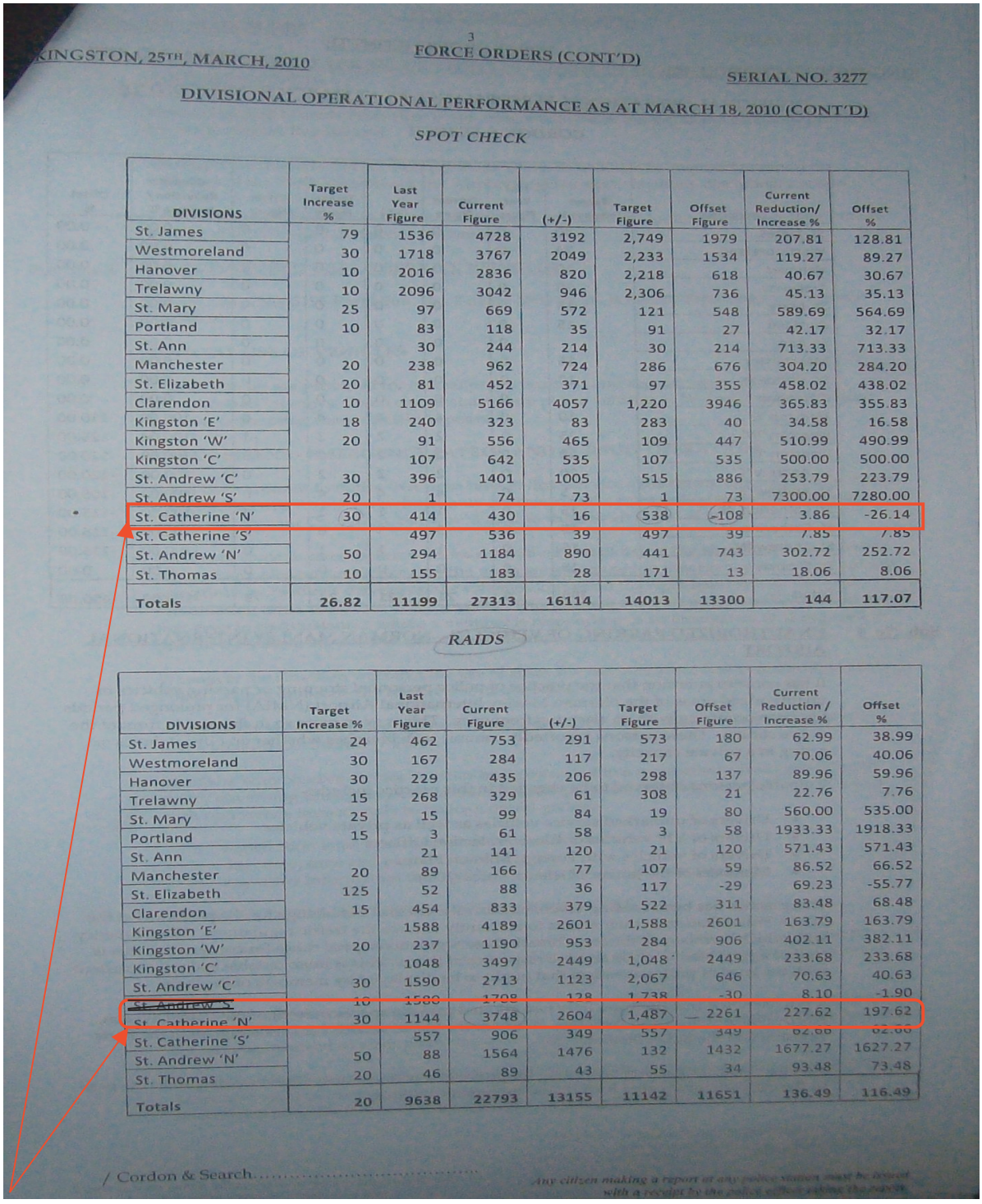


Divisional Policing Plan
St. Catherine North
Division.

January 01, 2010 - December 31, 2012

Prepared By: Superintendent
Assan Thompson Etal

JCF OPERATIONAL PERFORMANCE DATA
AS OF MARCH 18, 2010



KINGSTON, 25TH, MARCH, 2010

3

FORCE ORDERS (CONT'D)

SERIAL NO. 3277

DIVISIONAL OPERATIONAL PERFORMANCE AS AT MARCH 18, 2010 (CONT'D)

SPOT CHECK

DIVISIONS	Target Increase %	Last Year Figure	Current Figure	(+/-)	Target Figure	Offset Figure	Current Reduction/ Increase %	Offset %
St. James	79	1536	4728	3192	2,749	1979	207.81	128.81
Westmoreland	30	1718	3767	2049	2,233	1534	119.27	89.27
Hanover	10	2016	2836	820	2,218	618	40.67	30.67
Trelawny	10	2096	3042	946	2,306	736	45.13	35.13
St. Mary	25	97	669	572	121	548	589.69	564.69
Portland	10	83	118	35	91	27	42.17	32.17
St. Ann		30	244	214	30	214	713.33	713.33
Manchester	20	238	962	724	286	676	304.20	284.20
St. Elizabeth	20	81	452	371	97	355	458.02	438.02
Clarendon	10	1109	5166	4057	1,220	3946	365.83	355.83
Kingston 'E'	18	240	323	83	283	40	34.58	16.58
Kingston 'W'	20	91	556	465	109	447	510.99	490.99
Kingston 'C'		107	642	535	107	535	500.00	500.00
St. Andrew 'C'	30	396	1401	1005	515	886	253.79	223.79
St. Andrew 'S'	20	1	74	73	1	73	7300.00	7280.00
St. Catherine 'N'	30	414	430	16	538	-108	3.86	-26.14
St. Catherine 'S'		497	536	39	497	39	7.85	7.85
St. Andrew 'N'	50	294	1184	890	441	743	302.72	252.72
St. Thomas	10	155	183	28	171	13	18.06	8.06
Totals	26.82	11199	27313	16114	14013	13300	144	117.07

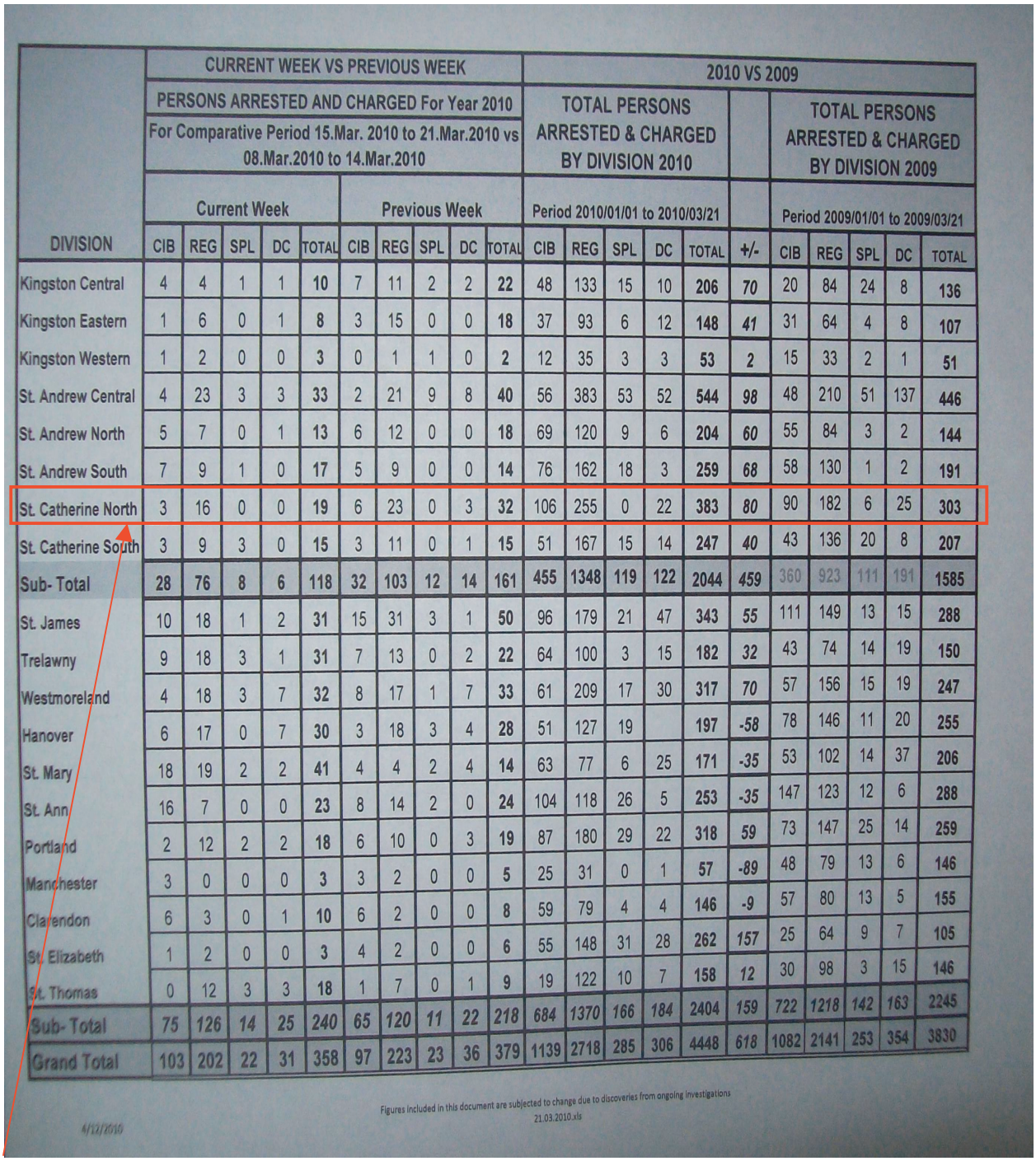
RAIDS

DIVISIONS	Target Increase %	Last Year Figure	Current Figure	(+/-)	Target Figure	Offset Figure	Current Reduction / Increase %	Offset %
St. James	24	462	753	291	573	180	62.99	38.99
Westmoreland	30	167	284	117	217	67	70.06	40.06
Hanover	30	229	435	206	298	137	89.96	59.96
Trelawny	15	268	329	61	308	21	22.76	7.76
St. Mary	25	15	99	84	19	80	560.00	535.00
Portland	15	3	61	58	3	58	1933.33	1918.33
St. Ann		21	141	120	21	120	571.43	571.43
Manchester	20	89	166	77	107	59	86.52	66.52
St. Elizabeth	125	52	88	36	117	-29	69.23	-55.77
Clarendon	15	454	833	379	522	311	83.48	68.48
Kingston 'E'		1588	4189	2601	1,588	2601	163.79	163.79
Kingston 'W'	20	237	1190	953	284	906	402.11	382.11
Kingston 'C'		1048	3497	2449	1,048	2449	233.68	233.68
St. Andrew 'C'	30	1590	2713	1123	2,067	646	70.63	40.63
St. Andrew 'S'	10	1580	1708	128	1,738	-30	8.10	-1.90
St. Catherine 'N'	30	1144	3748	2604	1,487	2261	227.62	197.62
St. Catherine 'S'		557	906	349	557	349	62.66	62.66
St. Andrew 'N'	50	88	1564	1476	132	1432	1677.27	1627.27
St. Thomas	20	46	89	43	55	34	93.48	73.48
Totals	20	9638	22793	13155	11142	11651	136.49	116.49

/ Cordon & Search.....

Any citizen making a report at any police station must be issued with a receipt by the police officer taking the report

JCF RECORD OF PERSONS ARRESTED AND CHARGED FOR 2010/01/01-2010/03/21 AS COMPARED WITH 2009/01/01-2009/03/21



DIVISION	CURRENT WEEK VS PREVIOUS WEEK — PERSONS ARRESTED AND CHARGED For Year 2010 — For Comparative Period 15.Mar. 2010 to 21.Mar.2010 vs 08.Mar.2010 to 14.Mar.2010										2010 VS 2009 — TOTAL PERSONS ARRESTED & CHARGED BY DIVISION 2010						TOTAL PERSONS ARRESTED & CHARGED BY DIVISION 2009				
	Current Week					Previous Week					Period 2010/01/01 to 2010/03/21						Period 2009/01/01 to 2009/03/21				
	CIB	REG	SPL	DC	TOTAL	CIB	REG	SPL	DC	TOTAL	CIB	REG	SPL	DC	TOTAL	+/-	CIB	REG	SPL	DC	TOTAL
Kingston Central	4	4	1	1	10	7	11	2	2	22	48	133	15	10	206	70	20	84	24	8	136
Kingston Eastern	1	6	0	1	8	3	15	0	0	18	37	93	6	12	148	41	31	64	4	8	107
Kingston Western	1	2	0	0	3	0	1	1	0	2	12	35	3	3	53	2	15	33	2	1	51
St. Andrew Central	4	23	3	3	33	2	21	9	8	40	56	383	53	52	544	98	48	210	51	137	446
St. Andrew North	5	7	0	1	13	6	12	0	0	18	69	120	9	6	204	60	55	84	3	2	144
St. Andrew South	7	9	1	0	17	5	9	0	0	14	76	162	18	3	259	68	58	130	1	2	191
St. Catherine North	3	16	0	0	19	6	23	0	3	32	106	255	0	22	383	80	90	182	6	25	303
St. Catherine South	3	9	3	0	15	3	11	0	1	15	51	167	15	14	247	40	43	136	20	8	207
Sub- Total	28	76	8	6	118	32	103	12	14	161	455	1348	119	122	2044	459	360	923	111	191	1585
St. James	10	18	1	2	31	15	31	3	1	50	96	179	21	47	343	55	111	149	13	15	288
Trelawny	9	18	3	1	31	7	13	0	2	22	64	100	3	15	182	32	43	74	14	19	150
Westmoreland	4	18	3	7	32	8	17	1	7	33	61	209	17	30	317	70	57	156	15	19	247
Hanover	6	17	0	7	30	3	18	3	4	28	51	127	19		197	-58	78	146	11	20	255
St. Mary	18	19	2	2	41	4	4	2	4	14	63	77	6	25	171	-35	53	102	14	37	206
St. Ann	16	7	0	0	23	8	14	2	0	24	104	118	26	5	253	-35	147	123	12	6	288
Portland	2	12	2	2	18	6	10	0	3	19	87	180	29	22	318	59	73	147	25	14	259
Manchester	3	0	0	0	3	3	2	0	0	5	25	31	0	1	57	-89	48	79	13	6	146
Clarendon	6	3	0	1	10	6	2	0	0	8	59	79	4	4	146	-9	57	80	13	5	155
St. Elizabeth	1	2	0	0	3	4	2	0	0	6	55	148	31	28	262	157	25	64	9	7	105
St. Thomas	0	12	3	3	18	1	7	0	1	9	19	122	10	7	158	12	30	98	3	15	146
Sub- Total	75	126	14	25	240	65	120	11	22	218	684	1370	166	184	2404	159	722	1218	142	163	2245
Grand Total	103	202	22	31	358	97	223	23	36	379	1139	2718	285	306	4448	618	1082	2141	253	354	3830

Figures included in this document are subjected to change due to discoveries from ongoing investigations

21.03.2010.xls

4/12/2010

GANG MEMBERS ARRESTED/KILLED IN ST. CATHERINE NORTH BETWEEN 01-10-2009 – 31-03-2010

CONS. #	NAMES & ALIASES	GANG	OFFENCE	DATE	REMARKS
1		Dryden Brothers Gang/ Bogwalk	7Murders/ Shootings	6-10-09	Custody
2		Clans	Illegal Poss. Firearm	13-10-09	Custody
3		Clans	Illegal Poss. Firearm	7-10-09	Custody
4		One Order	Shooting	14-10-09	Deceased
5		One Order	Rape Illegal Poss. Firearm and Amm.	28-10-09	Custody
6		Clans	Shooting	8-11-09	Deceased
7		One Order	Murders	5-11-09	Deceased
8		One Order	Shootings	5-10-09	Deceased
9		Unity	Shootings	15-10-09	Deceased
10		One Order	Shooting	4-11-09	Custody
11		One Order	Shooting	4-11-09	Custody
12		One Order	Shooting	4-11-09	Custody
13		Clans	Illegal Poss. Firearm Shooting	14-12-09	Custody
14		One Order/Johns Road	Murder Illegal poss. Firearm Shooting	27-10-09	Custody
15		One Order	Shooting	14-12-09	Custody
16		One Order	Illegal Poss. Firearm	14-14-09	Custody

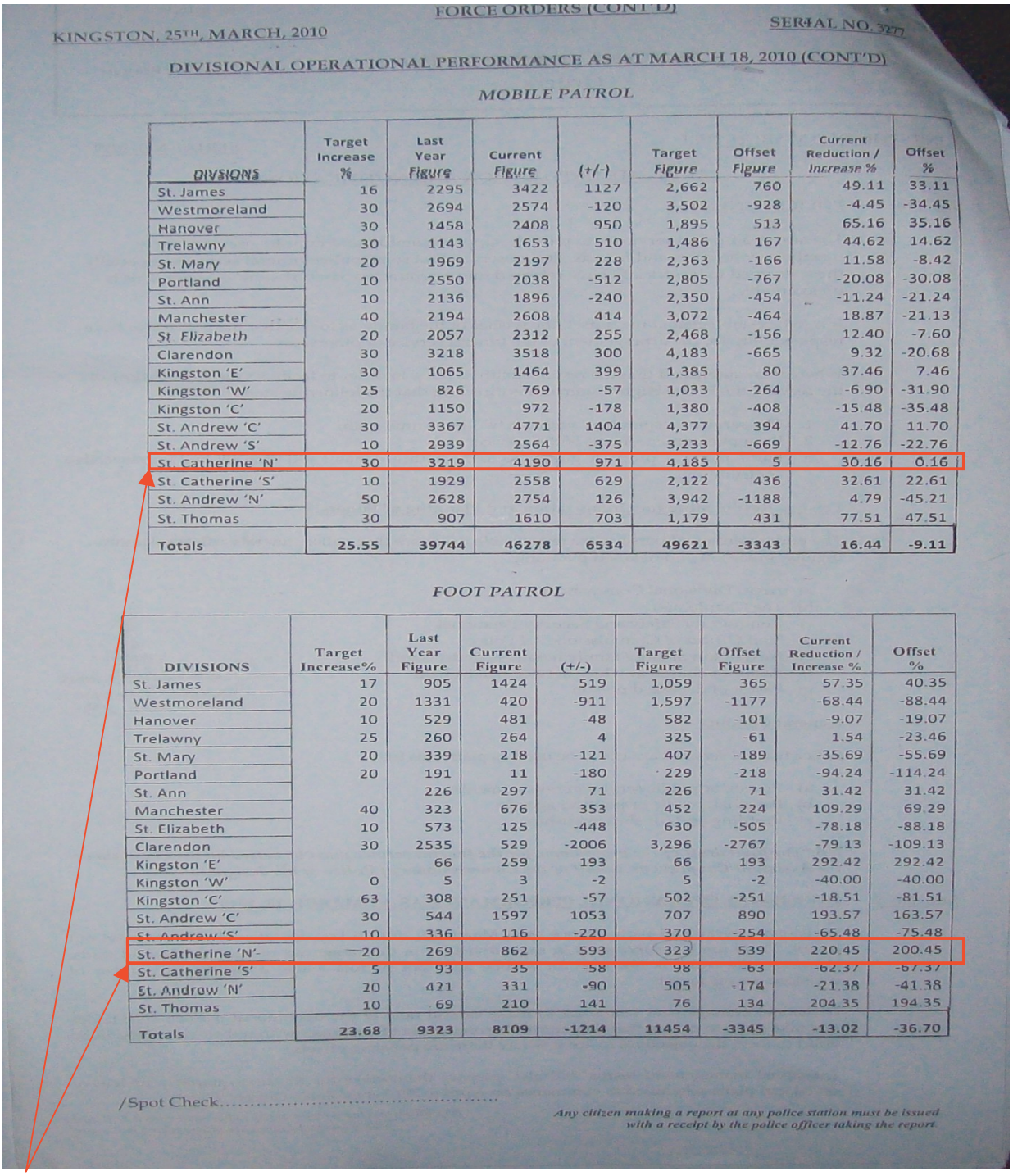
GANG MEMBERS ARRESTED/KILLED IN ST. CATHERINE NORTH BETWEEN 01-10-2009 – 31-03-2010

			Shooting		
17		One Order/ 19 Ellerslie Pen	Shooting	28-12-09	Custody
18		No Order	Shooting	31-10-09	Bail
19		No Order	Shooting	31-10-09	Bail

2010

1		Clans/ March Pen	Shooting	10-01-10	Custody
2		Clans/ Lakes Pen	Shooting	25-01-10	Custody
3		One Order	Robbery M/Car Shooting	6-01-10	Custody
4		One Order	Murder	1-02-10	Deceased
5		One Order	Shooting	20-02-10	Deceased
6		Clans	Illegal Poss. firearm	16-02-10	Custody
7		Clans	Shooting	26-02-10	Deceased
8		Clans 91 St. Johns Road	Murder	Jan. 2010	Custody
9		Clans	Murder	1-04-10	Custody
10		Clans	Murder/ Shooting	1-04-10	Custody
11		Clans	Murder	February 10	Custody
12		One	Murder	January 2010	Custody
13		Clans	Murder	March 10	
14		One Order	Robbery	March 10	
15		One Order/ Homestead	Sus. Shooting		Custody
16		Clans Dunmare Common	Murder/ Shooting	Nov. 2007	Deceased

JCF OPERATIONAL PERFORMANCE OF FOOT AND MOBILE PATROLS AS PRESENTED ON MARCH 18, 2010



FORCE ORDERS (CONT'D)

KINGSTON, 25TH, MARCH, 2010 SERIAL NO. 327

DIVISIONAL OPERATIONAL PERFORMANCE AS AT MARCH 18, 2010 (CONT'D)

MOBILE PATROL

DIVISIONS	Target Increase %	Last Year Figure	Current Figure	(+/-)	Target Figure	Offset Figure	Current Reduction / Increase %	Offset %
St. James	16	2295	3422	1127	2,662	760	49.11	33.11
Westmoreland	30	2694	2574	-120	3,502	-928	-4.45	-34.45
Hanover	30	1458	2408	950	1,895	513	65.16	35.16
Trelawny	30	1143	1653	510	1,486	167	44.62	14.62
St. Mary	20	1969	2197	228	2,363	-166	11.58	-8.42
Portland	10	2550	2038	-512	2,805	-767	-20.08	-30.08
St. Ann	10	2136	1896	-240	2,350	-454	-11.24	-21.24
Manchester	40	2194	2608	414	3,072	-464	18.87	-21.13
St. Elizabeth	20	2057	2312	255	2,468	-156	12.40	-7.60
Clarendon	30	3218	3518	300	4,183	-665	9.32	-20.68
Kingston 'E'	30	1065	1464	399	1,385	80	37.46	7.46
Kingston 'W'	25	826	769	-57	1,033	-264	-6.90	-31.90
Kingston 'C'	20	1150	972	-178	1,380	-408	-15.48	-35.48
St. Andrew 'C'	30	3367	4771	1404	4,377	394	41.70	11.70
St. Andrew 'S'	10	2939	2564	-375	3,233	-669	-12.76	-22.76
St. Catherine 'N'	30	3219	4190	971	4,185	5	30.16	0.16
St. Catherine 'S'	10	1929	2558	629	2,122	436	32.61	22.61
St. Andrew 'N'	50	2628	2754	126	3,942	-1188	4.79	-45.21
St. Thomas	30	907	1610	703	1,179	431	77.51	47.51
Totals	25.55	39744	46278	6534	49621	-3343	16.44	-9.11

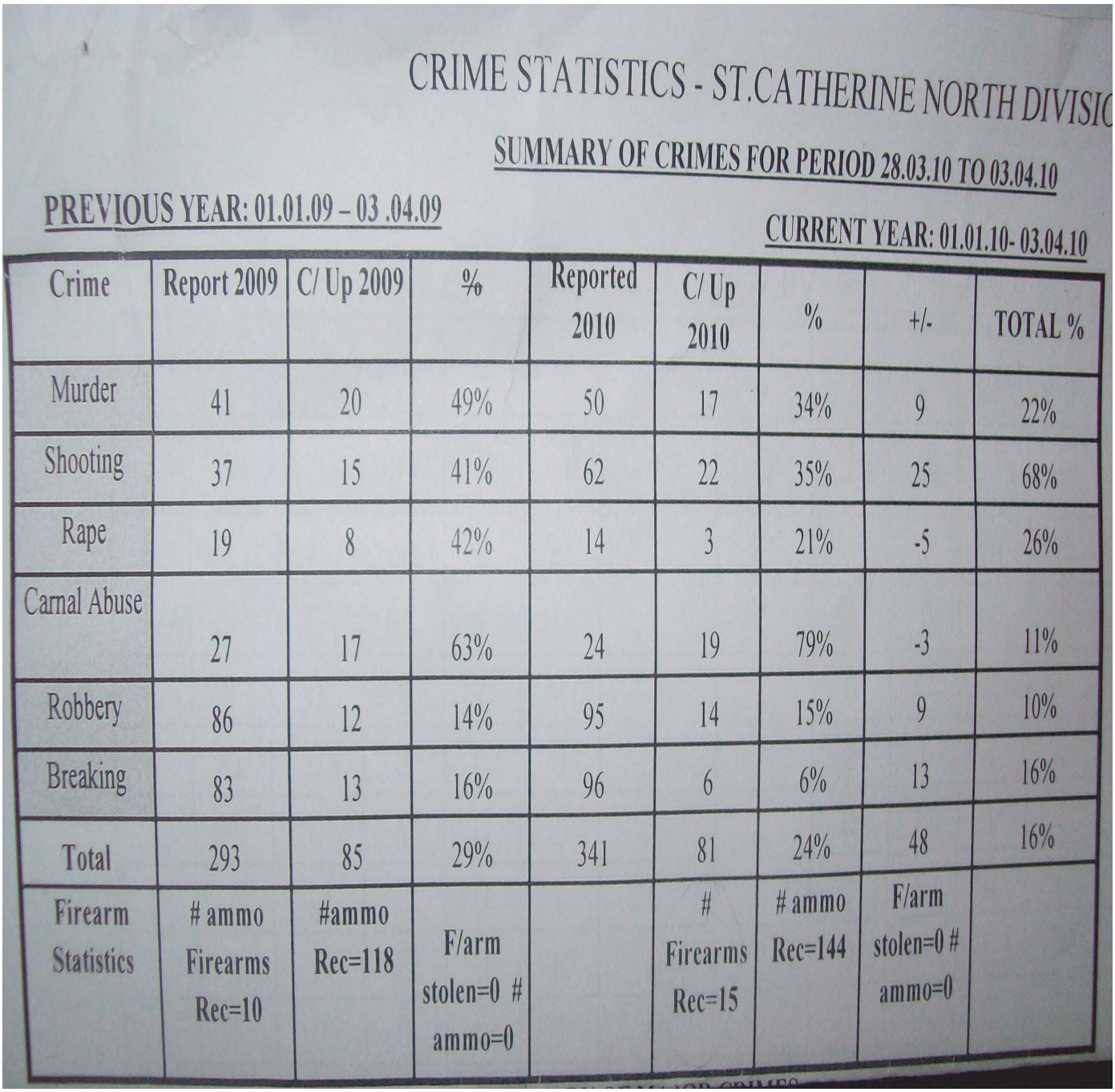
FOOT PATROL

DIVISIONS	Target Increase%	Last Year Figure	Current Figure	(+/-)	Target Figure	Offset Figure	Current Reduction / Increase %	Offset %
St. James	17	905	1424	519	1,059	365	57.35	40.35
Westmoreland	20	1331	420	-911	1,597	-1177	-68.44	-88.44
Hanover	10	529	481	-48	582	-101	-9.07	-19.07
Trelawny	25	260	264	4	325	-61	1.54	-23.46
St. Mary	20	339	218	-121	407	-189	-35.69	-55.69
Portland	20	191	11	-180	229	-218	-94.24	-114.24
St. Ann		226	297	71	226	71	31.42	31.42
Manchester	40	323	676	353	452	224	109.29	69.29
St. Elizabeth	10	573	125	-448	630	-505	-78.18	-88.18
Clarendon	30	2535	529	-2006	3,296	-2767	-79.13	-109.13
Kingston 'E'		66	259	193	66	193	292.42	292.42
Kingston 'W'	0	5	3	-2	5	-2	-40.00	-40.00
Kingston 'C'	63	308	251	-57	502	-251	-18.51	-81.51
St. Andrew 'C'	30	544	1597	1053	707	890	193.57	163.57
St. Andrew 'S'	10	336	116	-220	370	-254	-65.48	-75.48
St. Catherine 'N'	20	269	862	593	323	539	220.45	200.45
St. Catherine 'S'	5	93	35	-58	98	-63	-62.37	-67.37
St. Andrew 'N'	20	421	331	-90	505	-174	-21.38	-41.38
St. Thomas	10	69	210	141	76	134	204.35	194.35
Totals	23.68	9323	8109	-1214	11454	-3345	-13.02	-36.70

/Spot Check.....

Any citizen making a report at any police station must be issued with a receipt by the police officer taking the report.

CRIME STATISTICS – ST. CATHERINE NORTH DIVISION



CRIME STATISTICS - ST.CATHERINE NORTH DIVISIC

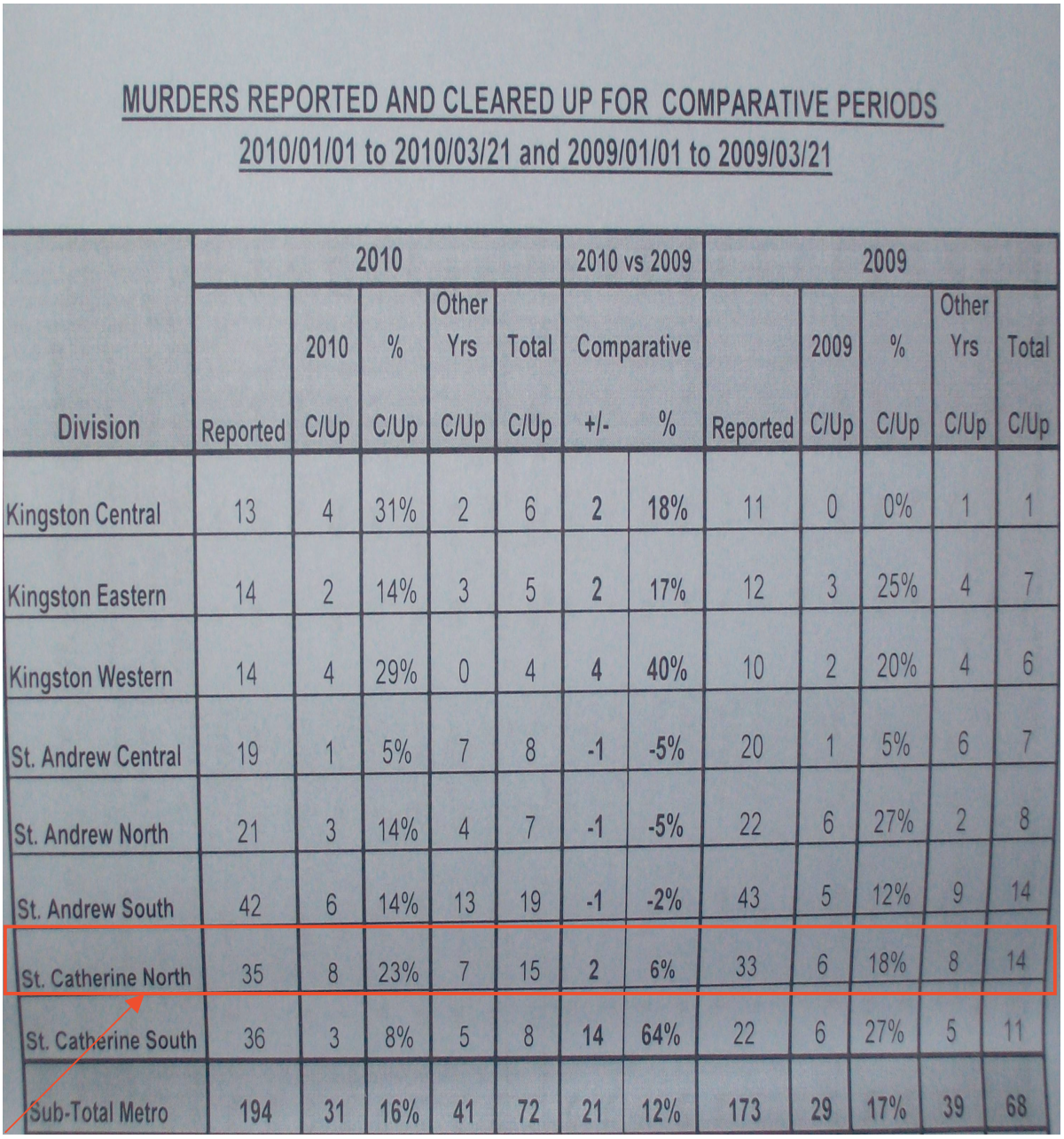
SUMMARY OF CRIMES FOR PERIOD 28.03.10 TO 03.04.10

PREVIOUS YEAR: 01.01.09 – 03 .04.09

CURRENT YEAR: 01.01.10- 03.04.10

Crime	Report 2009	C/ Up 2009	%	Reported 2010	C/ Up 2010	%	+/-	TOTAL %
Murder	41	20	49%	50	17	34%	9	22%
Shooting	37	15	41%	62	22	35%	25	68%
Rape	19	8	42%	14	3	21%	-5	26%
Carnal Abuse	27	17	63%	24	19	79%	-3	11%
Robbery	86	12	14%	95	14	15%	9	10%
Breaking	83	13	16%	96	6	6%	13	16%
Total	293	85	29%	341	81	24%	48	16%
Firearm Statistics	# ammo Firearms Rec=10	#ammo Rec=118	F/arm stolen=0 # ammo=0		# Firearms Rec=15	# ammo Rec=144	F/arm stolen=0 # ammo=0	

MURDERS REPORTED AND CLEARED UP FOR COMPARATIVE PERIODS 2010/01/01-2010/03/21 AND 2009/01/01-2009/03/21



MURDERS REPORTED AND CLEARED UP FOR COMPARATIVE PERIODS
2010/01/01 to 2010/03/21 and 2009/01/01 to 2009/03/21

Division	2010					2010 vs 2009		2009				
	Reported	2010 C/Up	% C/Up	Other Yrs C/Up	Total C/Up	Comparative +/-	%	Reported	2009 C/Up	% C/Up	Other Yrs C/Up	Total C/Up
Kingston Central	13	4	31%	2	6	2	18%	11	0	0%	1	1
Kingston Eastern	14	2	14%	3	5	2	17%	12	3	25%	4	7
Kingston Western	14	4	29%	0	4	4	40%	10	2	20%	4	6
St. Andrew Central	19	1	5%	7	8	-1	-5%	20	1	5%	6	7
St. Andrew North	21	3	14%	4	7	-1	-5%	22	6	27%	2	8
St. Andrew South	42	6	14%	13	19	-1	-2%	43	5	12%	9	14
St. Catherine North	35	8	23%	7	15	2	6%	33	6	18%	8	14
St. Catherine South	36	3	8%	5	8	14	64%	22	6	27%	5	11
Sub-Total Metro	194	31	16%	41	72	21	12%	173	29	17%	39	68

COMMUNITY POLICING ACTIVITES OF THE ST. CATHERINE NORTH DIVISION
COMMUNITY SAFETY AND SECURITY BRANCH

Photo 1: Meeting in Tredegar Park/Gravel Heights

Photo 2: Community safety meeting held by CSS

Photo 3: Walk in St. Catherine North community

ST. CATHERINE NORTH POLICE YOUTH CLUBS

ACTIVE CLUBS

1. **Above Rocks**
2. **Bog Walk**
3. **Browns Hall**
4. **Eltham Vista**
5. **Frazer's Content**
6. **Hill's View Gardens**
7. **Lime Walk**
8. **Linstead**
9. **Lucky Vallay**
10. **Meadowview**
11. **Point Hill**
12. **Riversdale**
13. **St. Jago Gardens**
14. **91 St. John's Road**
15. **Spanish Town**
16. **Watermount**
17. **Ewarton**
18. **Central United(Sligoville)**
19. **Ebony Vale**
20. **Lakes Pen**
21. **Guys Hill**

NEWLY FORMED CLUBS (December 09 – Present)

1. **Buckingham Golden Youths**
2. **Dempshire Pen**
3. **Jones Avenue**
4. **Naseberry Villa**
5. **Naseberry Grove**
6. **Berry Hill (Riversdale)**

ST. CATHERINE NORTH COMMUNITY SAFETY AND SECURITY PROGRAMS

Photo 1: Participants in Division's spelling "B" contest

Photo 2: Participants in Division's Easter Camp 2010

SCHOOL RESOURCE OFFICERS IN THE ST. CATHERINE NORTH DIVISION

ZONE (1) SUB-OFFICER CONS COLE

Schools Assigned to	Name of Officers
Spanish Town High School	Fabian Morgan Adrian Bennett
Eltham High School	Andre Anderson
Innswood High School	Tedisha Black Adrian Bishop
Jonathan Grant High School	Sheldon White

PRIMARY SCHOOLS ASSIGNED TO ZONE (1)

Name of schools	Name of officers
	Sheldon Elson
	Josiah Patterson
	Kemar Blake

Safe School Response Team (S.S.R.)

	NAME OF Officers
	Fidel Anderson
	Kenroy Morgan
	Juvan Lisle

Office

	Name of Officer
	Stephaine Brown

ZONE (2) SUB-OFFICER CPL MARSH

Schools Assign to	Names of Officers
Charlemount High School	Sherika Bandoo
Mc Garth High School	Dianne Godfrey-Blake
Bog Walk High School	Donnett Findley Lennon Smith
Ewarton High School	Stacy-Ann Lee
Point Hill High School	Kaylen Lewin
Tacious Golden High School	Althea Hamilton Natalie Jackson
Guys Hill High School	Samantha Pennington

ST. CATHERINE NORTH DIVISION COMMUNITY SAFETY AND SECURITY SCHOOL PROGRAMS

Photo 1: Student Participants from the St. Catherine North Division who took part in the National Interschool Brigade

National Interschool Brigade that was started by St Catherine North CSS (2010)

1. Foga Road School
2. Waterford High School
3. Ewarton High school

Photo 2: Students participating in the Supervised Suspension Program at 37 Young Street which is sponsored by the St. Catherine North Division

SAMPLE OF A PRESS RELEASE ON APRIL 7, 2010
ST. CATHERINE NORTH DIVISION

ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE COMMISSIONER OF POLICE AND NOT TO ANY OFFICER

BY NAME AND THE FOLLOWING REFERENCE QUOTED

NO.----- ----------

THE JAMAICA CONSTABULARY

SPANISH TOWN

ST. CATHERINE NORTH

2010, April 07

PRESS RELEASE

HOMESTEAD AREA LEADER CHARGED WITH SHOOTING – FOUR (4) OTHERS WANTED

Darlton Thomas o/c "Jazman", who is a breakaway member of the One Order gang and the area leader for a section of the Homestead community in Spanish Town was arrested and charged for Shooting with Intent and Illegal Possession of Firearm and Ammunition.

Thomas was charged following an incident of shooting in the Homestead community on the 1st April, 2010, where it is alleged that Thomas shot and injured Anthony Barrett o/c "Saddle Man", who is also a breakaway member of the said gang.

According to head of the St. Catherine North Division Superintendent Assan Thompson, there has been internal feuding in both the One Order and Clans Man gangs. This internal feuding according to Thompson has become noticeable since the St. Catherine North Police started their anti gang drive against the two (2) major gangs operating mainly in the old capital, Spanish Town.

Since October 2009 and April 06, 2010 the St. Catherine North Police have arrested and charged twenty (20) gang members for offences ranging from rape to murder. Fourteen (14) members from the two gangs have been killed during confrontation with the Police for the said period.

The Police are now seeking Anthony Barrett, who has since carried out reprisal shootings against persons associated with "Jaz Man". They are also seeking three (3) other persons known only by their aliases: "Stylo", "Peter Lee" and "Odane". Persons knowing their whereabout may call the Spanish Town C.I.B at 984-2874, 984-9757 or 119.

Superintendent of Police
i/c St. Catherine North.

Police (Civilian Oversight) Authority

MONITORING & INSPECTION UNIT

INSPECTION REPORT
ST. JAMES DIVISION
SEPTEMBER 13 - October 5, 2010

1. OVERVIEW

2. STATUTORY AUTHORITY FOR THE INSPECTION

3. SCOPE OF THE INSPECTION

4. FINDINGS AND RECOMMENDATIONS
i. Records Management
ii. Station Management
iii. Accountability
iv. Jamaica Constabulary Force (JCF) Commissioner Strategic Priorities, 2009

5. OBSERVATIONS AND FURTHER RECOMMENDATIONS

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APPENDIX 2A	EXAMPLES OF COMPLETE ENTRIES IN JCF FIREARM DIARY
APPENDIX 2B	EXAMPLE OF COMPLETE ENTRIES IN JCF AMMUNITION DIARY
APPENDIX 3A	EXAMPLE OF IMPROPER ENTRY IN GENERAL PROPERTY BOOK AT BARRETT TOWN STATION
APPENDIX 3B	EXAMPLE OF PROPER ENTRY IN GENERAL PROPERTY BOOK AT FREEPORT STATION
APPENDIX 4	ENTRIES IN SUDDEN DEATH REGISTER AT THE FREEPORT STATION
APPENDIX 5	SUMMARY OF JCF INSPECTIONS
APPENDIX 6A	ENTRIES IN DUTY FORECAST (SHOWING LONG WEEKLY HOURS)
APPENDIX 6B	COPY OF PAGE 10 FORCE ORDERS #3284 SHOWING NEW POSTING TO DIVISION
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APPENDIX 7B	SUMMARY OF ELECTRICITY CONSUMPTION FOR ANCHOVY STATION
APPENDIX 7C	SUMMARY OF ELECTRICITY CONSUMPTION FOR BARRETT TOWN STATION
APPENDIX 7D	SUMMARY OF WATER CONSUMPTION ADELPHI STATION
APPENDIX 7E	SUMMARY OF WATER CONSUMPTION ANCHOVY STATION
APPENDIX 7F	SUMMARY OF WATER CONSUMPTION BARRETT TOWN STATION
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APPENDIX 8B	ENTRIES IN DIVISIONAL DEFAULT REGISTER
APPENDIX 9A	EXAMPLES OF COMPLETE ENTRIES IN JCF PRISONER IN CUSTODY REGISTER
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APPENDIX I	COPY OF REQUEST FOR PRISONER TRUCK APRIL 14, 2010
APPENDIX II	COPY OF REQUEST FOR PRISONER TRUCK JUNE 24, 2009
APPENDIX III	COPY OF REQUEST FOR PRISONER TRUCK APRIL 7, 2009
APPENDIX IV	COPY OF REQUEST FOR PRISONER TRUCK APRIL 3, 2009

1.1 The Police (Civilian Oversight) Authority (PCOA) is an independent body established under Section 3 of the Police (Civilian Oversight Authority Act of 2005 – the Act. Under the Act, the PCOA is mandated by Parliament to monitor and inspect the operations of the Jamaica Constabulary Force (JCF) and the Auxiliaries. Thus, the primary functions of the PCOA include the inspection and assessment of the JCF across the island and monitoring the implementation of policy, standard of performance as well as the management and use of financial resources by the JCF and the Auxiliaries.

1.2 Between September 13 and October 5, 2010 the Inspection and Monitoring Unit of the PCOA (the PCOA Inspection Team) conducted an inspection of the JCF St. James Division. The review period for records was between August 12, 2010 and September 12, 2010.

The St. James Division provides police services to the parish of St James. The Divisional Inspection included the Divisional Headquarters and Head Station – both located at Freeport, Montego Bay, as well as the 10 stations within the Division.

1.3 The Division is commanded by Superintendent Merrick Watson assisted by DSP Sharon Beeput, i/c Administration, DSP Beau Rigabie, Operations; DSP Winston Milton, Operations and DSP Michael Garrick, Crime Officer.

1.4 JCF stations of this Division are located in the towns of Granville, Spring Mount, Coral Gardens, Barrett Town, Montego Hills Mount Salem, Adelphi, Amity Hall, Anchovy, Cambridge and Montego Bay Freeport.

The Stations of Granville, Coral Gardens, Montego Bay Hills, Montego Bay Freeport and Adelphi are commanded by Inspectors while Spring Mount, Barrett Town, Mount Salem, Amity Hall, Cambridge and Anchovy are commanded by Sergeants.

2.0 STATUTORY AUTHORITY FOR THE INSPECTION

2.1 In compliance with Section 4 (1) (c) of the Act, the Inspection and Monitoring Unit of the Police (Civilian Oversight) Authority (PCOA) scheduled an inspection of the Jamaica Constabulary Force St. James Division between September 13 and October 5, 2010.

2.2 The inspection of the St. James Division was also based on the obligations of the PCOA as provided under Section 1(a) and (b) of the Act to:

"monitor the implementation of policy relating to the Force and the Auxiliaries"

and;

"monitor the standard of performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of Spolicing are maintained, and to report thereon"

2.3 As it relates to the implementation of JCF Policies, the PCOA was guided by the JCF Standing Orders, specifically, Chapter 24 (Firearms and Ammunition), Chapter 38 (Records Management) and Chapters 34 and 41 (Prisoners in Custody). Other guiding documents were the applicable sections of the monthly published JCF Force Orders; the Jamaica Constabulary Force Strategic Priorities 2009; The Jamaica Constabulary Force, Manual for Community Policing Services Delivery and The Jamaica Constabulary Force Human Rights and Police Use of Force and Firearms Policy.

3.0 SCOPE AND PROCESS OF THE INSPECTION

3.1 The scope of the inspection of the St. James Division included an examination of the Divisional Headquarters as well as the stations in the Division. During the inspections, the PCOA Inspection Team sought to determine the extent to which the police in the Division were complying primarily with JCF guidelines and procedures.

There was also a review of the Division's overall activities in the implementation of the Commissioner's Strategic Priorities (November 9, 2009). The PCOA Inspection Team also ascertained the extent to which the Division's Policing Plan was being implemented. .

3.2 The inspection process included interviews, examination of documents and observations and was conducted at two levels. On level one, the PCOA Inspection Team interviewed the Officer in command of the Division as well as Unit/Section Commanders. On level two, the interface was with Sub-Officers in command of the stations.

3.3 The inspection sought to answer seven key questions regarding the management and conduct of the Division. The seven key questions are as follows:

- ***Are the Station/Divisional records being maintained and administered in accordance with the stipulations of JCF Policies?***
- ***Are the stations in the Division making efficient utilization of selected available resources?***
- ***Is there a demonstrable practice of accountability of supervisors and leaders?***
- ***Are prisoners in custody records and cell condition kept in accordance with JCF standing orders?***
- ***Does the Division demonstrate clear and tangible initiatives aimed at reducing crime, especially Murders?***
- ***Does the Division demonstrate initiatives aimed at restoring public safety and confidence?***
- ***Does the Division demonstrate initiatives aimed at boosting morale?***

4.0 FINDINGS AND RECOMMENDATIONS Records Management, Station Management Accountability and Prisoners in Custody.

4.1 Records Management

Findings – The PCOA Inspection Team found that the St. James Division's Records were not always maintained in accordance with JCF Force Policy.

(a) Station Diaries – There were repeated instances where standard policing activities such as certification of diaries, lectures, briefings and debriefings as well as Widely Publicised Meetings, were not properly documented. **(Appendix 1)**

(b) Firearms and Ammunition Diaries – The records in the Firearm and Ammunition Diaries showed that weapons were issued, received and returned in accordance with the JCF policy as laid out in JCF Standing Orders Volume I Chapter 28 Section IV (G) supported by the JCF Human Rights and Police Use of Force and Firearms Policy. **(Appendices 2A & 2B)**

(c) General Property Book – General Property Diaries were not always properly maintained. The PCOA Inspection Team found items in police custody but they were not properly documented in the diary. **(Appendix 3A)**

The General Property Books for stations such as Freeport and Spring Mount were properly maintained **(Appendix 3B)**. The General Property Books for Coral Gardens, Mount Salem,Anchovy,Cambridge,Adelphi,Granville and Montego Bay Hills were not properly maintained.

(d) Sudden Death Diary – The PCOA Team found that this diary was properly maintained in all the stations across the Division. Information seen in this diary could be cross referenced with the Station Diary at each station. **(Appendix 4)**

4.2 Recommendations – The Division should:

(a) Mandate station Commanders to conduct accurate certification of all Station Diaries at the station under their command. The Division should also include proper records management as a reoccurring topic at Divisional

Tasking Meetings and Lectures at the station level.

(b) Continue to ensure that the Jamaica Constabulary Force Policies laid out in JCF Standing Orders Volume I Chapter 28 Section IV (G) supported by the JCF Human Rights and Police Use of Force and Firearms Policy are complied with.

(c) Ensure that items in police custody are properly documented in the General Property Book.

4.3 Station Management

Findings JCF Inspections – The PCOA Inspection Team found that formal Station inspections were not being conducted by the Divisional Command (in accordance with the frequency prescribed in JCF Standing Orders Volume 1, Chapter 32. **(Appendix 5)**

(a) Human Resource/Manpower – Duty shifts were imbalanced in duration consisting of a first shift of 10 hours and a second shift of 14 hours. At some stations personnel were working for 64 and seventy four (74) hours for the week. Copies of pages of the Duty Forecast Book of the Amity Hall and Coral Gardens police stations are attached below showing the situation across the Division. This situation is indicative of personnel shortages throughout the Division, despite the fact that 36 new recruits were assigned to St. James on the 6th June, 2010 as stated in JCF Force Order serial no. 3284 Part II Sub no. 3 (Initial Postings). **(Appendices 6A & 6B)**

(b) Utilization of Consumables – Under this heading two areas were examined, consumption of electricity and of water. The Division had a conservation plan and an assigned Conservation Officer. For this inspection the PCOA Inspection Team directed special attention to the use of these consumables at four selected stations Adelphi, Amity Hall, Anchovy and Barrett Town. **(Appendix 6C)**

i. **Electricity** – A comparative analysis of the energy consumption over a three month period was conducted for the stations at Amity Hall, Anchovy and Barrett Town. The analysis confirmed that during the periods of May to July 2010, there was a reduction 7.2% at Amity Hall, 45.6% at Anchovy and 11% at Barrett Town. That comparative analysis indicates that in terms of this consumable the conservation plan for these stations was working. **(Appendices 7A, 7B & 7C)**

ii. **Water** – A comparative analysis of the water consumption was conducted for the stations at Adelphi, Anchovy and Barrett Town. The analysis confirmed that as majority of the water bills provided by the National Water Commission were estimated. It (the analysis) also confirmed that during the period May to July 2010 there was a reduction in consumption of, 38.8% at Adelphi, 44.4% at Anchovy and 50.6% at Barrett Town. That comparative analysis indicates that the conservation plan for water at these stations was working **(Appendices 7D, 7E & 7F).**

4.4 Recommendations – The Division should:

(a) Ensure that Station Inspections are done as stipulated by JCF Policies laid out in JCF Standing Orders Volume 1, Chapter 32.

(b) Take the necessary steps to increase the manpower so as to allow for a more balanced system of working hours.

(c) Continue the Implementation of the Divisional Conservation Plans and also request that actual bills as opposed to estimated bills are sent to the stations by the National Water Commission.

4.5 Accountability

Findings – The PCOA Inspection Team was unable to find any practice of accountability relating to the management and maintenance of station records in accordance with the provisions of the JCF Standing Orders.

(a) The PCOA Inspectors found, however, evidence of accountability with respect to certain areas of supervision such as officers being absent, late for duty and in one instance a failure to return a firearm after duty. **(Appendices 8A & 8B)**

4.6 Recommendations – The Division should:

(a) Begin to exercise greater emphasis on accountability with respect to record keeping as prescribed by JCF Standing Orders and apply the applicable sanctions for identified infractions.

4.7 Persons in Custody:

Findings – The PCOA Inspection team found that during the period of inspection persons in custody were held at the Barrett Town and Montego Bay Freeport Police Stations. The records and cell condition was not always kept in accordance with the JCF Standing Orders

Records: The PCOA Team found that:

(a) Prisoners in Custody (PIC) Register – the PIC Register at the Barrett Town station were properly maintained. However the PIC Register at the Montego Bay Freeport Police Station was in a poor condition as the last updated records of persons in custody was August 24, 2010, twenty-four days before the PCOA Inspection Team conducted its inspections on September 17, 2010. The PCOA Inspection Team also found loose papers with information relating to persons in custody for the period September 14, 2010. These pieces of paper were not affixed to the PIC Register. **(Appendices 9A &9B)**

(b) Cell Capacity – The Barrett Town Police station has a cell capacity to hold ten 10 persons in custody. On the day of inspection there were three persons in custody at that station which was within the required standard. The Montego Bay Freeport Police Station, on the other hand, had a capacity to hold 130 persons. At the time of the PCOA's inspection there were 199 persons in custody.

Overcrowding of cells is a breach of JCF Standing Orders Volume II, Chapter 41, Section VI, A. This situation raises serious risks and difficulties for police officers when conducting cell searches especially where personnel is limited as well as risks to persons in custody who may be exposed to inhumane conditions.

The PCOA Team found that children and females were kept at the Montego Bay Freeport Police Station. At that station the accommodation arrangements were that male children were held in separate cells although in the same cell block as adult males while female children and adult females shared the same cells. Whilst keeping children in police lock-ups is not the preferred practice it is a contravention of section 66 of the Child Care and Protection Act and the JCF Standing Orders Volume I, Chapter 31, Section II, B to hold children in custody in the same cells as adults.

The PCOA Inspection Team also established that females were held in separate cells from males but in the same general cell area as males. Having females in custody within sound and sight of male prisoners is prohibited under JCF Standing Orders Volume II, Chapter 41, Section VIII, B. The PCOA team was informed that the Barrett Street Police Lock-up was being considered as a lock-up for females in custody.

The Inspection team also found that the children in custody were either remanded on order of the Court or had been offered bail and that steps were being taken (on the day of inspection) to transfer seven (7) of them to the St. Johns Bascoe Place of Safety.

Recommendation:

(a) Register: The PCOA Team recommends that in the short term a specific person on cell duty be assigned with the task of updating the PIC Register daily. For the long term consideration should be to develop an

electronic database system to record persons in custody at the Stations in the Division An electronic database system will allow for easier management of information relating to persons in custody and would be used in-tandem with the hard copy recording of information in the PIC Register.

(b) Cell capacity: The PCOA Team recommends that when overcrowding is being experienced at the Montego Bay Freeport station, additional police personnel be deployed to cell duty. That should minimize the risk of incidents such as 'jail breaks', the movement of contrabands into the cells and potential injury to police personnel and or persons in custody during routine cell search and visits.

The Division should be made to comply with JCF Standing Orders Volume II, Chapter 41, Section VI, A to reduce overcrowding.

Children held in Custody: The PCOA Team recommends that until all children in custody can be transferred to Places of Safety, the Division should take all steps to ensure that the provisions of section 66 of the Child Care and Protection Act and the JCF Standing Orders Volume I, Chapter 31, Section II, B are complied with.

Females in Custody: The PCOA team recommends that the repairs and preparations necessary for the Barrett Street Police Lock-up are expedited to facilitate the transfer of females held in custody.

5.0 JAMAICA CONSTABULARY FORCE COMMISSIONER'S STRATEGIC

PRIORITIES 2009 – The listed JCF Commissioner's Strategic Priorities from November 9, 2009 were: The Reduction of Crime, especially murders; Restoration of Public Safety and Confidence; Upholding of Human Rights; Boosting of Morale and Confidence of JCF members and auxiliaries; Effective confrontation of Corruption among JCF Members; and, Effective internal and external Communication. The PCOA Inspection Team requested and was provided with a copy of the Divisional Policing Plan for 2010; however, a copy of the policing plan for 2010 was not seen in any of the stations within the Division.

5.1 Strategic Priority 1 - Reduction of Crime especially Murders

Findings – The PCOA Inspection Team did a comparative analysis of the period January to September 12, 2009, and the corresponding period in 2010 and found that there was a decrease in the number of murders by 13% and Carnal Abuse by 4% but an increase in shootings (12%), rapes (4%), robberies (2%), break-ins (7.6%) and Larceny (44%). The Inspection Team also found that in response to these increases a review of the crime plan was conducted. A copy of the revised plan was provided to the PCOA Inspection Team. **(Appendices 10D & 10E)**

The PCOA Inspection Team also found that:

(a) The Division had a crime plan however no copy of the plan was seen at any of the stations visited within the Division.

(b) The Division had instituted a JCF initiative to counter and disrupt street crimes. The initiative called for JCF Divisions to create "Street Crime Units" to focus on crimes such as robbery, drug peddling, extortion, prostitution, sale of counterfeit or contraband goods and other criminal activities. The St. James Division implemented its Street Crime Unit on April 1, 2010 and in relation to the activities identified had since made several arrests, confiscated sums of cash and motor vehicles valued millions of dollars **(Appendix 10A)**

(c) From intelligence gathered by the Division's Intelligence Unit (DIU) a database of gang members operating in the Division was established. This database was demonstrated to the PCOA Inspection team. The PCOA Inspection Team also found that from

this intelligence since January 1 to September 12, 2010, 31 gang members were either arrested and charged or killed in confrontation with the police. **(Appendix 10B)**

(d) The Division's Policing Plan called for an increase in the number of raids conducted by 24% for the year. In reviewing the Divisional Operational Performance the Division had increased the number of raids for the period January to August 2010 by approximately 60% when compared to the same period for 2009. The increased raids resulted in an increase in the number of weapons and ammunition found when compared to the same period in 2009. **(Appendix 10C)**

(e) The Policing Plan also called for intensified road policing activities. Upon review of the statistics, there were increases in the number of mobile and foot patrols in the Division. Also, of note, was the number of spot checks that were conducted by the stations in the Division within a 30 day period. **(Appendices 1 & 10C)**

5.2 Recommendations - The Division should:

(a) Ensure that the manpower is increased to meet the demand for better policing.

(b) Ensure that the Divisional Policing Plan is properly promulgated throughout all stations in the Division.

(c) Ensure that raids, mobile and foot patrols continue as outlined in the Policing Plan for 2010.

5.3 Strategic Priority-Number 2, Restore Public Safety and Confidence

Findings – The PCOA Inspection Team found that the Division's plan for the restoration of public safety and confidence was a joint effort between Operations and the Community Safety and Security Branch (CSSB). The focus of this strategy was on an increased police presence in Montego Bay and other selected policing areas of the Division. The operational deliverables include "high-visibility patrols on foot and mobile" and an increase in the number of traffic operations. The deliverables from the CSSB included facilitating the neighbourhood watch, the police youth clubs and the safe school programmes. School Resource Officers (SROs) were responsible for the safe schools programme.

In terms of high-visibility patrols on foot and mobile a comparative review of the corresponding period for January to August 2009 and 2010 was conducted. Seven persons were deployed to the Division's CSSB but one was on pre-retirement leave.

The PCOA Inspection team found that:

(a) For the review period there was an increase of 3,819 or 41% in mobile patrols, 110 or 51% in traffic operations and foot patrols of 55 or 2%. **(Appendix 10C)**

(b) The CSSB facilitated 30 Police Affiliated "Neighbourhood Watch" groups and had sensitized another 10. Additionally it facilitated a total of 23 police youth clubs 6 of which were active and the remainder either dormant or inactive.

The Division had 10 trained SROs five of whom were assigned to its safe school programme, three were deployed to other policing duties (CIB, Fraud Squad and Station duties at the Montego Hill), one on pre retirement leave and one resigned from the JCF. SROs were providing safe school service to a number of schools not registered and a large number of other unregistered schools had requested registration under the safe school programme.

Recommendations – The Division should:

(a) Ensure that increased police presence in the communities is maintained. It should also analyse whether or not the strategy is providing the desired results.

(b) Increase the number of persons deployed to the

CSSB. Train additional SROs for placement in schools requesting that service and reassign trained SROs to active SRO duties. It should where possible refrain from assigning SROs regular policing responsibilities.

5.4 Strategic Priority-Number 3, Boosting Morale
Finding – The PCOA Inspection Team found that the Division Plan recognized the need to boost the morale of the police officers. In its quest to boost the morale of the officers the PCOA Inspection Team found that the Division:

(a) Ensured that officers in 2010 who had given outstanding service to the Division were recognized in the Force Orders of the JCF. **(Appendix12A)**

(b) Had planned more fun days and after work events for officers to relax and unwind. These afterwork events also contribute to the Division's welfare fund that aid officers in financial need. **(Appendix 12B)**

(c) Started a programme that included medical checks and counselling as well as the delivery of professional lifestyle related lectures to the officers of the Division. That programme was to motivate and help the officers to better cope with stress. The first activity in that programme was conducted by the Medical Services Branch in the form of a health fair on September 27 and 28, 2010. The second of its kind is planned for October 20, 2010 and the presenter is Dr. Scott of the Family and Parenting Centre. **(Appendix 12C)**

5.5 Recommendation – The Division should;
(a) Continue the process of ensuring that officers who have given outstanding service are recognized.

(b) Ensure that programmes that are planned to motivate officers are done as scheduled and also ensure that the information is promulgated in all stations within the Division so that all officers can benefit from this exercise.

6.0 OBSERVATIONS AND FURTHER RECOMMENDATIONS

6.1 Station Diaries – The PCOA Inspection Team observed torn pages in many of the diaries in the stations across the Division. That situation can lead to the loss of information.

Recommendations – As a matter of urgency Station Commanders should begin to ensure that torn pages from the station records are appropriately secured to prevent loss of records/information.

6.2 Duty Counsel Roster – The PCOA Inspection Team observed that all stations in the Division had a prominent listing of assigned duty counsel in place. The prominent posting of Duty Counsel Roster was regarded as a positive customer service policy in the Division.

Photo 1: Torn pages of Coral Gardens Ammunition Diary as presented on September 13, 2010

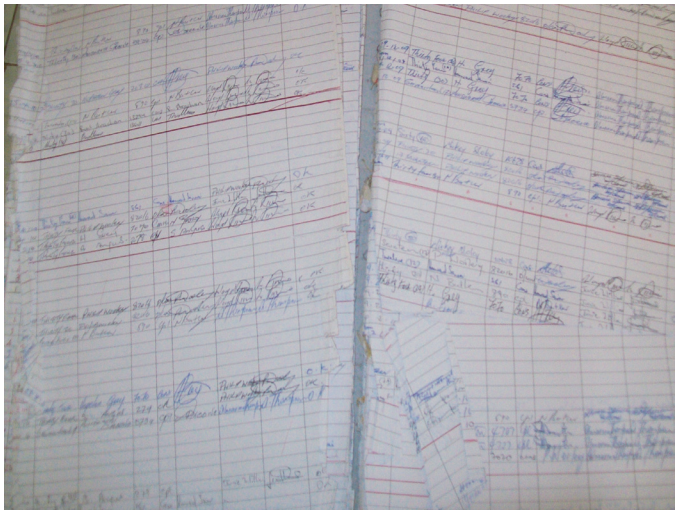


Photo 2: Torn pages of Granville Ammunition Diary as presented on September 15, 2010

6.3 Station Buildings – The PCOA Inspection Team's visit to the stations revealed that most of the station buildings in the Division were in fair condition. The Station Building at Anchovy was, however, in poor condition and in need of urgent repairs

Recommendation: Ensure that for the health and safety of the police officers and community members, who have to use the facility, the Anchovy station building is repaired within the next three months.

Photo 1 & 2 Anchovy Police station

6.4 Poor Security Fencing – Seven of the eleven stations in the Division had poor or no security perimeter fencing. The stations with poor or no security perimeter fencing were located at Coral Gardens, Anchovy, Spring Mount, Amity Hall, Adelphi, Granville, and Montego Hills.

Recommendation: Ensure that the security perimeter fencing be installed around the compound of police stations within the Division. This will further aid in the safety and security of all officers, prisoners and vehicles in the custody of the police.

Photo 1: Amity Hall - poor fencing

Photo 2: Granville - no fencing

Photo 3 Montego Hills- low fencing

Photo 4: Coral Gardens- low fencing

Condition of vehicles in the St. James Division as presented on October 5, 2010 at 1:05p.m.

Reg. No.	Year	Make	Assigned	Remarks
3789EY	2007	Corolla	CISOCA	Fair
203309	2005	Corolla	CIB	Fair
9190EY	2007	Corolla	Special Branch	Fair
203582	2007	Corolla	Barrett Town	Fair
1922EY	2007	Corolla	CIB	Fair
203579	2007	Corolla	Anchovy	Fair
203541	2007	Corolla	Detention &Courts	Out of service
203090	2002	Corolla	Granville	Poor
203330	2005	Corolla	Community Safety	Fair
203099	2002	Corolla	Area 1 garage	Poor
203577	2007	Corolla	Cambridge	Fair
0243DS		Corolla	DIU	Poor
7551DK		Corolla	DIU	Poor
202995	2000	Corolla	Amity Hall	Poor
202218	1994	Corolla	Transport	Poor
202051	1994	Corolla	Tourism	Poor
1504BC	1994	Corolla	Special Branch	Poor
H94	2009	Ranger	Granville	Good
H93	2009	Ranger	Spring mount	Good
201871	2000	Hino	Detention &Courts	Poor
202801		Pajero	Immigration	Good
202859	1994	Mitsubishi	Immigration	Good
203500	2005	Suzuki	Adelphi	Poor
H92	2009	Suzuki	Motorize patrol	Good
H97	2009	Suzuki	CIB	Good
DSA#1		Suzuki	Airport	Good
303752	2008	Hilux	Opps	Out of service
303558	2008	Hilux	Opps	Fair
203787	2009	Prado	Supt	Good
303742		Hilux	Cambridge	Good
203408		Suzuki	Montego Bay	Poor
5371EP		Nissan	DIU	Fair
202929		Corolla	Highway Patrol	Poor
303762		Hilux	Montego Bay	Good
303554		Hilux	Barrett Town	Good
203666		Corolla	Highway Patrol	Fair
203100		Corolla	Garage	Out of service
203098		Corolla	Garage	Out of service
203094		Corolla	Garage	Out of service
202206		Corolla	Garage	Out of service
203497		Corolla	Garage	Out of service
203557		Hilux	Garage	Out of service
203547		Suzuki	Garage	Out of service
203438		Suzuki	Garage	Out of service
302897		Hino	Garage	Out of service
203104		Corolla	Garage	Out of Service

Reg. No.	Year	Make	Assigned	Remarks
203097		Corolla	Garage	Out of service
1514BC		Corolla	Garage	Out of Service
202216		Corolla	Garage	Out of service
202219		Corolla	Garage	Out of Service
203103		Corolla	Garage	Out of Service
202863		Pajero	Garage	Out of service
203403		Suzuki	Garage	Out of service
4037BA		Corolla	Garage	Out of Service
203408		Suzuki	Garage	Out of Service
4727FF		Hyundai	Garage	Out of Service
203402		Suzuki	Garage	Out of service
203092		Corolla	Garage	Out of Service
203093		Corolla	Garage	Out of service
202209		Corolla	Garage	Out of Service
203102		Corolla		Fair
303559		Hilux	Montego Bay	Fair

6.5 There was a shortage of serviceable vehicles in the Division. Of the fifty nine (59) vehicles listed in the Division only 24 were in fair or good serviceable condition, thirty five (35) were either out of service or in poor working condition.

Recommendation: The PCOA recommends that the Division formulate a plan to repair vehicles that can be repaired and through the JCF Finance Branch 'Board" and dispose of vehicles that are either unserviceable or more than seven year old. The plan should also include an upgrade of the Division's fleet of vehicles and a rationalization of vehicle deployment.

Photo 1 Coaster bus used to transport prisoners

6.6 The PCOA team observed that the Division utilized a Toyota Coaster bus assigned to Area 1, for transporting prisoners. That bus was not retrofitted to transport prisoners but was used to transport prisoners from the Western Gun Court in Montego Bay to Kingston. The retrofitted prisoner transport truck assigned to the Division was defective and was used only to transport prisoners to and from Court in Montego Bay. The PCOA Inspection Team was satisfied that formal requests have been made by the Divisional hierarchy to the Assistant Commissioner i/c Service Branch about the defective prisoner transport truck, without any response or acknowledgement.
(Appendices I, II, III and IV)

Photo 2: Interior of the Coaster bus.

Recommendation
The PCOA recommends that a prisoner transport vehicle in proper working order be assigned to the Division. That would allow for proper safety and security in the transport of prisoners to locations outside of Montego Bay. The defective retrofitted prisoner transport truck should be withdrawn for either repairs or disposal if repairs are not possible.

Photo3: Defective prisoner truck

6.7 The PCOA Inspection Team also observed that there was no vehicle assigned to personnel on cell duty. On the day of inspection of the Montego Bay Freeport Police Station the officers assigned to cell duty were experiencing difficulties with accessing transportation to take one of the children in custody to the hospital.

Photo 4: Interior of the prisoner truck

SUMMARY OF STATION DIARY ENTRIES - ST. JAMES DIVISION

Station	Period of Audit	Briefing	Debriefing	Certification	Lectures	School Visit	Youth Club	Widely Publicized Meetings	Spot Check
Barrett Town	Aug 12-Sept13	28	0	13	3	0	0	1	6
Coral Gardens	Aug 12-Sept13	56	15	30	1	1	0	1	3
Anchovy	Aug 12-Sept13	17	0	25	2	0	0	2	11
Cambridge	Aug 12-Sept13	5	0	15	4	0	0	1	21
Spring Mount	Aug 12-Sept13	31	12	32	3	0	0	3	16
Amity Hall	Aug 12-Sept13	20	5	30	1	0	0	2	20
Adelphi	Aug 12-Sept13	3	3	21	3	1	1	4	14
Granville	Aug 12-Sept13	11	10	27	3	0	0	0	4
Mount Salem	Aug 12-Sept13	34	33	19	2	5	0	8	56
Montego Hills	Aug 12-Sept13	60	60	21	0	0	0	0	0
Freeport Montego Bay	Aug 12-Sept13	65	30	32	4	0	0	0	0

Key

Does not conform to JCF Standing Orders -

- At least two Briefings and Debriefings are required per day;
- One Certification is required every 24 hours;
- One Lecture is required per week.

EXAMPLES OF COMPLETE ENTRIES IN JCF FIREARM DIARY AS PRESENTED ON SEPTEMBER 17, 2010

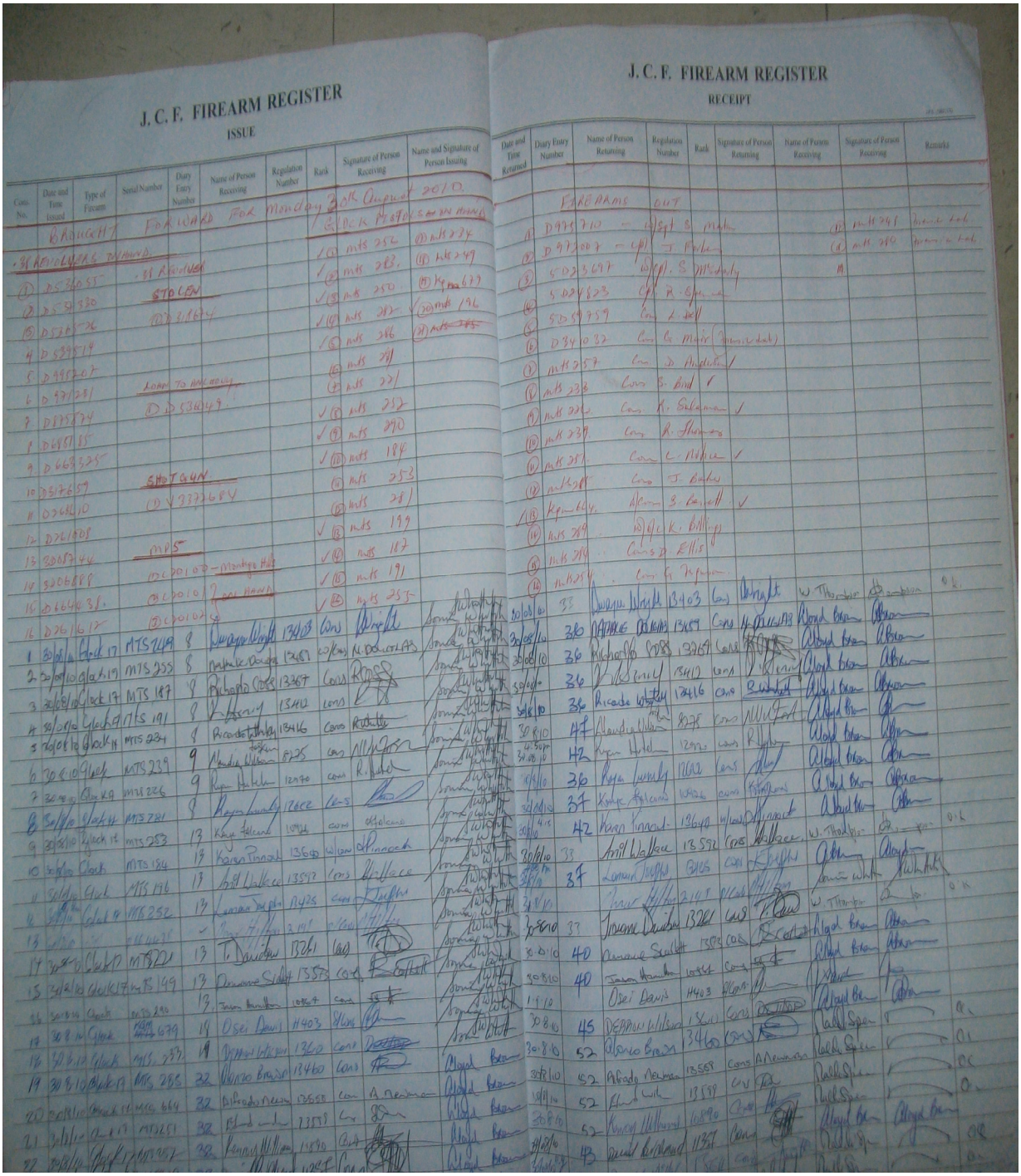


Photo 1: Freeport Firearm Diary as presented September 17, 2010

EXAMPLES OF COMPLETE ENTRIES IN JCF AMMUNITION DIARY AS PRESENTED ON SEPTEMBER 14, 2010

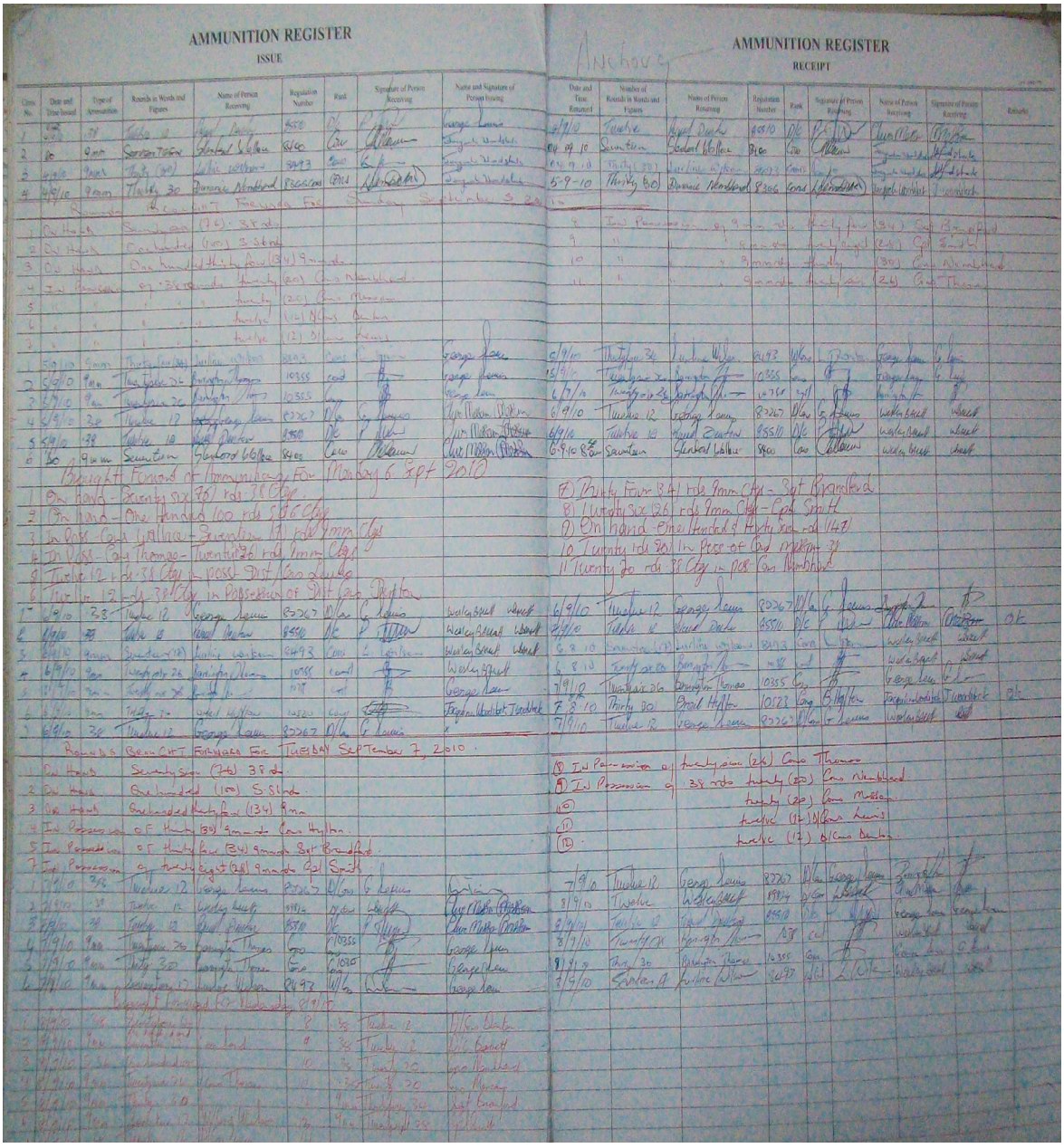
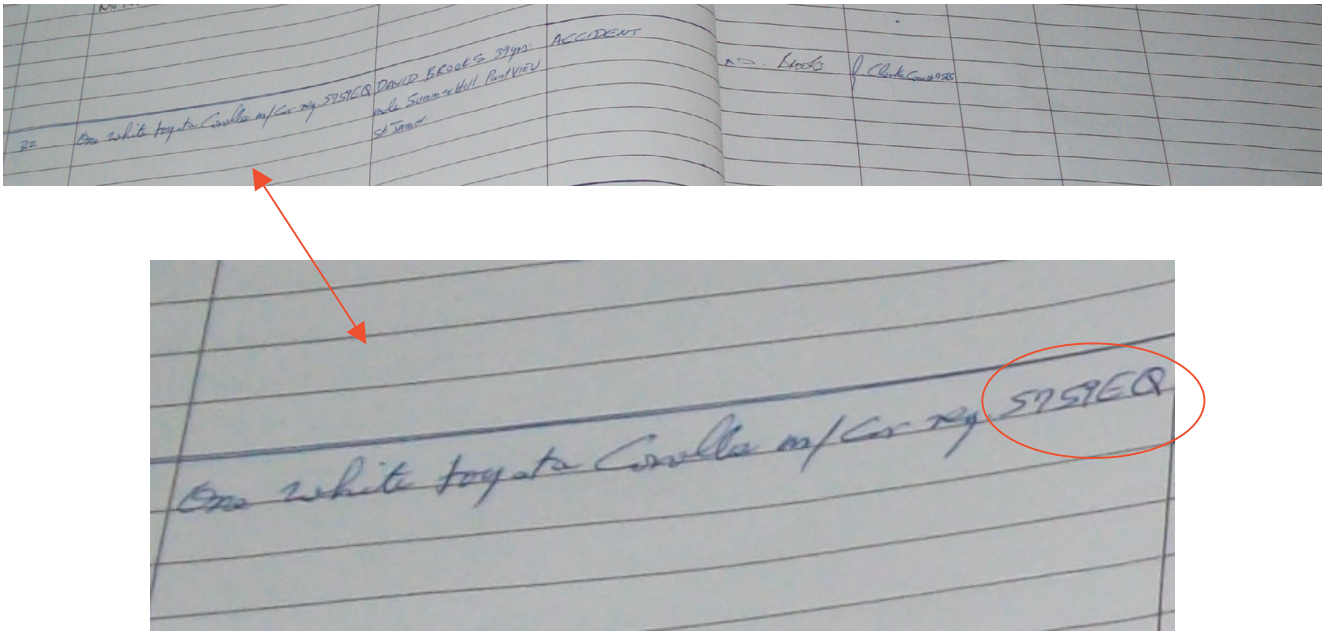
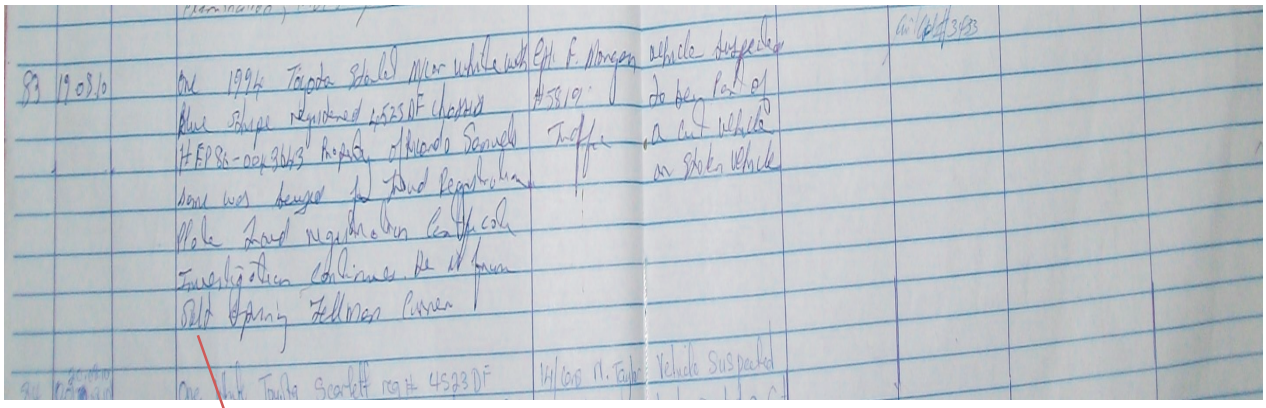


Photo 1: Anchovy Station - Ammunitions Diary as presented September 14, 2010

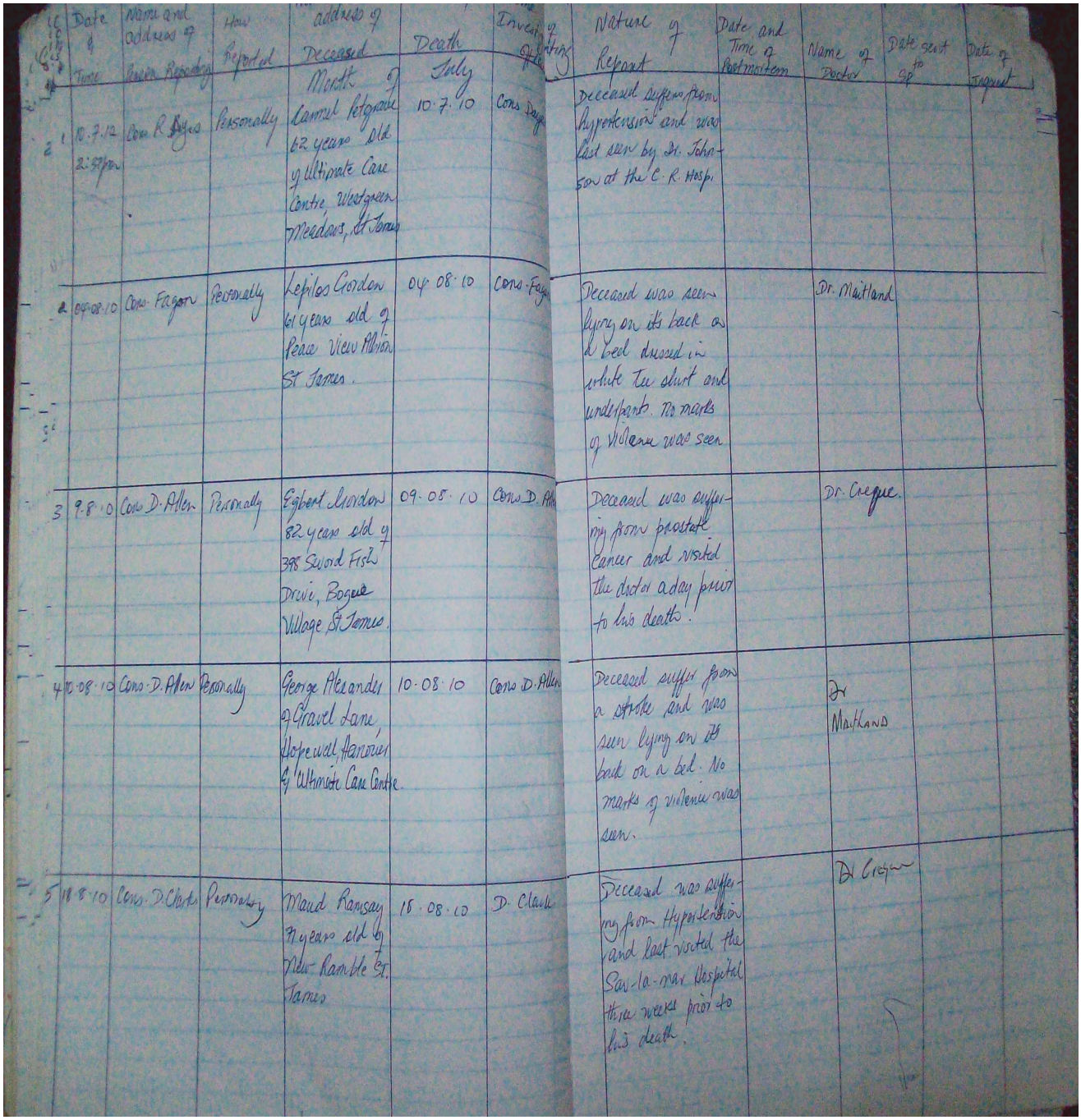
EXAMPLE OF IMPROPER ENTRY IN GENERAL PROPERTY BOOK AT THE BARRETT TOWN POLICE STATION



EXAMPLE OF PROPER ENTRY IN GENERAL PROPERTY BOOK AT THE FREEPORT POLICE STATION



ENTRIES IN SUDDEN DEATH REGISTER AT FREEPORT STATION



	Date & Time	Name and Address of Person Reporting	How Reported	Name and address of Deceased	Death	Investigating Officer	Nature of Report	Date and Time of Post mortem	Name of Doctor	Date sent to SP	Date of Inquest
1	10.7.10 2:37pm	Con R Dyer	Personally	Month of Samuel Belgrave 62 years old of Ultimate Care Centre Westgreen Meadows, St James	July 10.7.10	Cons Dyer	Deceased suffers from Hypertension and was last seen by Dr. Johnson at the C.R. Hosp.				
2	09.08.10	Cons Fagon	Personally	Kepilos Gordon 61 years old of Peace View Allison St James.	04.08.10	Cons Fagon	Deceased was seen lying on its back on a bed dressed in white Tee shirt and underpants. No marks of violence was seen		Dr. Maitland		
3	9.8.10	Cons D. Allen	Personally	Egbert Riordon 82 years old of 398 Sword Fish Drive, Bogue Village St James.	09.08.10	Cons D. Allen	Deceased was suffering from prostate Cancer and visited the doctor a day prior to his death.		Dr. Cregue.		
4	10.08.10	Cons D. Allen	Personally	George Alexander of Gravel Lane, Hopewell, Hanover of Ultimate Care Centre.	10.08.10	Cons D. Allen	Deceased suffer from a stroke and was seen lying on its back on a bed. No marks of violence was seen.		Dr Maitland		
5	11.8.10	Cons D. Clark	Personally	Maud Ramsay 87 years old of New Rumble St. James	15.08.10	D. Clark	Deceased was suffering from Hypertension and last visited the Sav-la-mar Hospital three weeks prior to his death.		Dr Crogue		

Photo 1: Freeport Police Station- Sudden Death Register as presented on September 17, 2010

SUMMARY OF JCF INSPECTIONS OVER THE PAST SIX MONTHS ACCORDING TO STATION RECORDS

JCF Stations	Divisional	Area 1	Inspectorate of Constabulary
Barrett Town	June 5, 2010	None seen	None Seen
Coral Gardens	February 10, 1010	None seen	None seen
Anchovy	September 25, 2009	None seen	None seen
Cambridge	January 14,2010	None seen	None seen
Spring Mount	July 20, 2010	None seen	None seen
Amity Hall	January 25, 2010	None seen	None seen
Adelphi	March 3, 2010	None seen	None seen
Granville	March 6, 2010	May 2, 2010	None seen
Mount Salem	January 29, 2010	None seen	None seen
Montego Hills	Station was open in June	None seen	None seen
Freeport	April 19, 2010	None seen	None seen

Does not conform to JCF Standing Orders

ENTRIES IN DUTY FORECAST FOR STATIONS IN THE DIVISION SHOWING LONG WEEKLY WORK HOURS

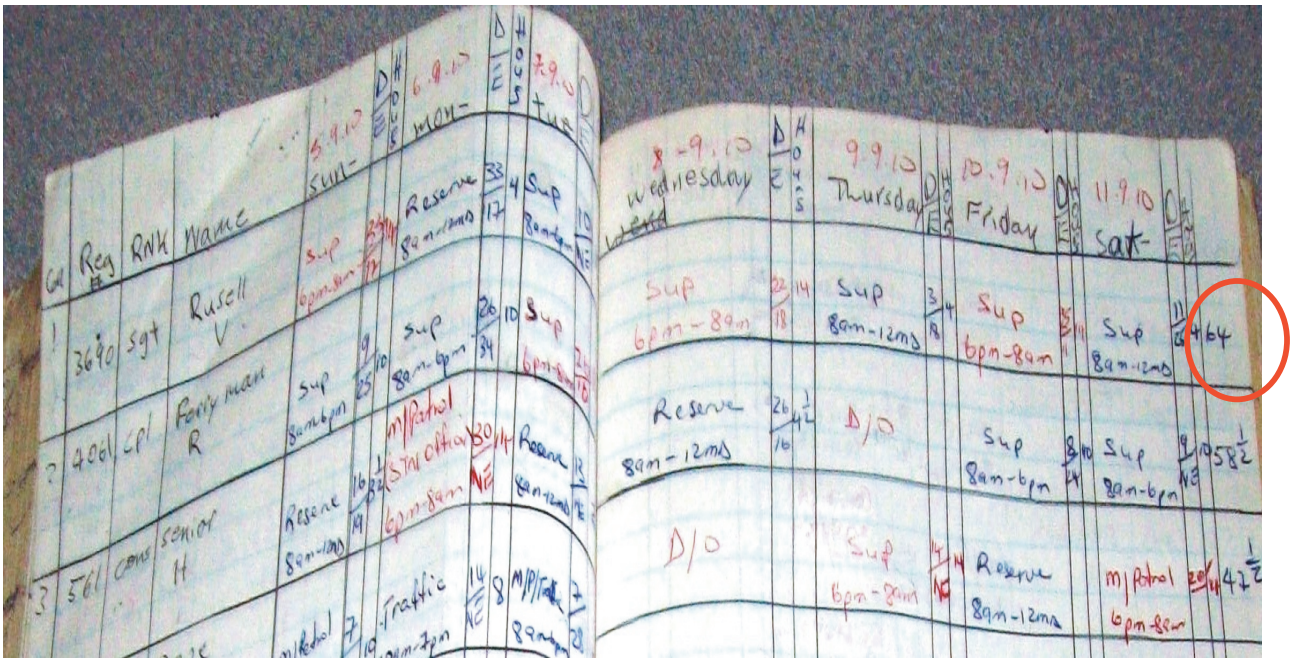


Photo 1: Duty forecast as presented on September 13, 2010 at Coral Gardens

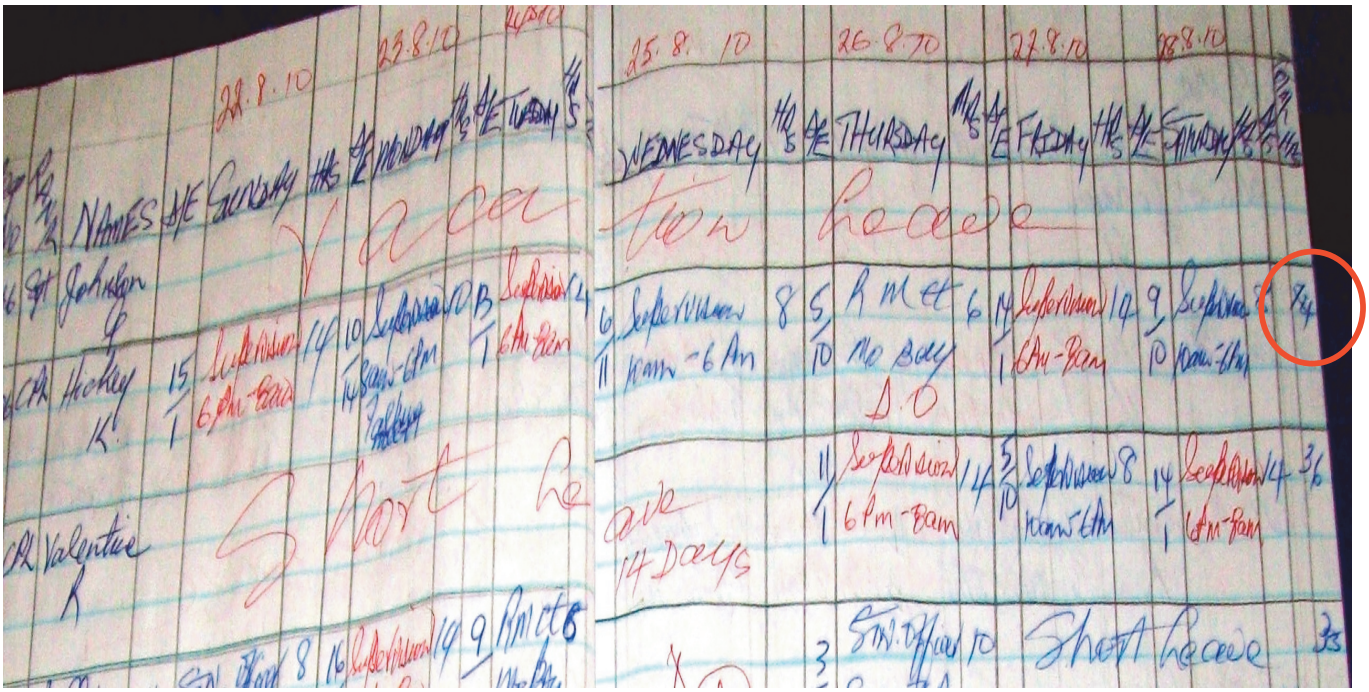
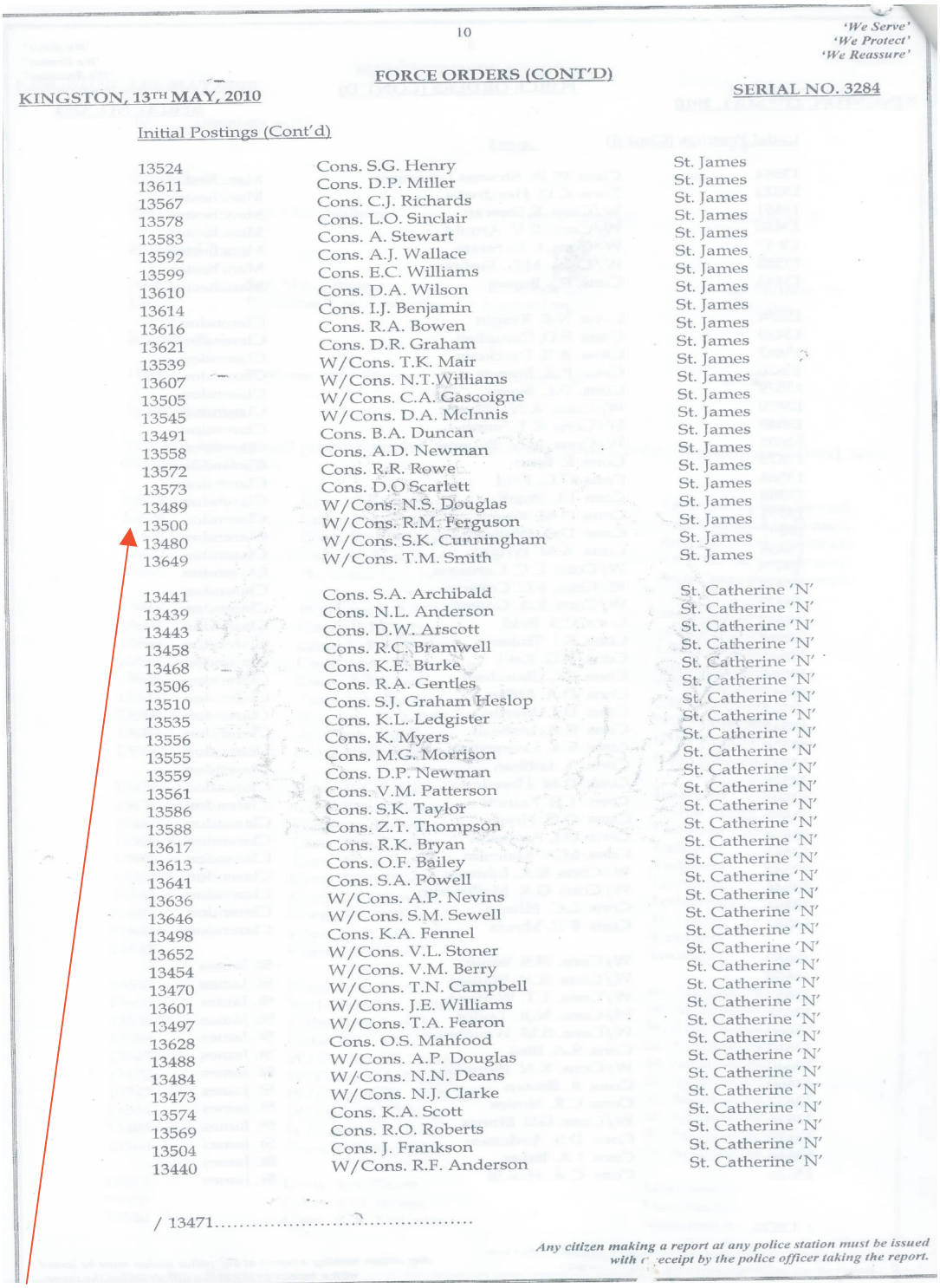


Photo 1: Duty forecast as presented on September 13, 2010 at Amity Hall

COPY OF PAGE 10 OF FORCE ORDERS #3284
SHOWING NEW POSTINGS TO DIVISION



10

'We Serve'
'We Protect'
'We Reassure'

FORCE ORDERS (CONT'D)

KINGSTON, 13TH MAY, 2010

SERIAL NO. 3284

Initial Postings (Cont'd)

13524	Cons. S.G. Henry	St. James
13611	Cons. D.P. Miller	St. James
13567	Cons. C.J. Richards	St. James
13578	Cons. L.O. Sinclair	St. James
13583	Cons. A. Stewart	St. James
13592	Cons. A.J. Wallace	St. James
13599	Cons. E.C. Williams	St. James
13610	Cons. D.A. Wilson	St. James
13614	Cons. I.J. Benjamin	St. James
13616	Cons. R.A. Bowen	St. James
13621	Cons. D.R. Graham	St. James
13539	W/Cons. T.K. Mair	St. James
13607	W/Cons. N.T.Williams	St. James
13505	W/Cons. C.A. Gascoigne	St. James
13545	W/Cons. D.A. McInnis	St. James
13491	Cons. B.A. Duncan	St. James
13558	Cons. A.D. Newman	St. James
13572	Cons. R.R. Rowe	St. James
13573	Cons. D.O Scarlett	St. James
13489	W/Cons. N.S. Douglas	St. James
13500	W/Cons. R.M. Ferguson	St. James
13480	W/Cons. S.K. Cunningham	St. James
13649	W/Cons. T.M. Smith	St. James
13441	Cons. S.A. Archibald	St. Catherine 'N'
13439	Cons. N.L. Anderson	St. Catherine 'N'
13443	Cons. D.W. Arscott	St. Catherine 'N'
13458	Cons. R.C. Bramwell	St. Catherine 'N'
13468	Cons. K.E. Burke	St. Catherine 'N'
13506	Cons. R.A. Gentles	St. Catherine 'N'
13510	Cons. S.J. Graham Heslop	St. Catherine 'N'
13535	Cons. K.L. Ledgister	St. Catherine 'N'
13556	Cons. K. Myers	St. Catherine 'N'
13555	Cons. M.G. Morrison	St. Catherine 'N'
13559	Cons. D.P. Newman	St. Catherine 'N'
13561	Cons. V.M. Patterson	St. Catherine 'N'
13586	Cons. S.K. Taylor	St. Catherine 'N'
13588	Cons. Z.T. Thompson	St. Catherine 'N'
13617	Cons. R.K. Bryan	St. Catherine 'N'
13613	Cons. O.F. Bailey	St. Catherine 'N'
13641	Cons. S.A. Powell	St. Catherine 'N'
13636	W/Cons. A.P. Nevins	St. Catherine 'N'
13646	W/Cons. S.M. Sewell	St. Catherine 'N'
13498	Cons. K.A. Fennel	St. Catherine 'N'
13652	W/Cons. V.L. Stoner	St. Catherine 'N'
13454	W/Cons. V.M. Berry	St. Catherine 'N'
13470	W/Cons. T.N. Campbell	St. Catherine 'N'
13601	W/Cons. J.E. Williams	St. Catherine 'N'
13497	W/Cons. T.A. Fearon	St. Catherine 'N'
13628	Cons. O.S. Mahfood	St. Catherine 'N'
13488	W/Cons. A.P. Douglas	St. Catherine 'N'
13484	W/Cons. N.N. Deans	St. Catherine 'N'
13473	W/Cons. N.J. Clarke	St. Catherine 'N'
13574	Cons. K.A. Scott	St. Catherine 'N'
13569	Cons. R.O. Roberts	St. Catherine 'N'
13504	Cons. J. Frankson	St. Catherine 'N'
13440	W/Cons. R.F. Anderson	St. Catherine 'N'

/ 13471.....

Any citizen making a report at any police station must be issued with a receipt by the police officer taking the report.

Photo 1: JCF Force Orders publication of new recruits for the Division

FRONT PAGE OF ST. JAMES CONSERVATION PLAN

Conservation Plan (St James Division)

Aim:

To minimize the waste of resources available to the division in carrying out our policing function.

Strategy:

Employment of specific acts geared toward conservation at the station/section level, which will be properly monitored and supervised throughout by Conservation Officers, their deputies and by extension all members of staff and ancillary staff.

Divisional Conservation Officer:

This person will be the Divisional Inspector and is responsible for the policy framework upon which the conservation plan will be based. He is also responsible to chair monthly meetings with conservation officers or their designates to review conservation efforts so as to discern if targets are being met and to take corrective measures where necessary. This person will report to DSP Administration St. James.

Conservation Officer:

This person will be the sub-officer in charge of station/section. These sub-officers may select deputies. Conservation officers are to ensure that the following are adhered to:

Water:

Conservation Officers to ensure that all pipes on the station compound are properly fitted with taps which are not leaking (dripping).

Conservation Officers to check toilets for water running constantly in the bowl as this may be an indication of a leak in the tank which stores the water for flushing.

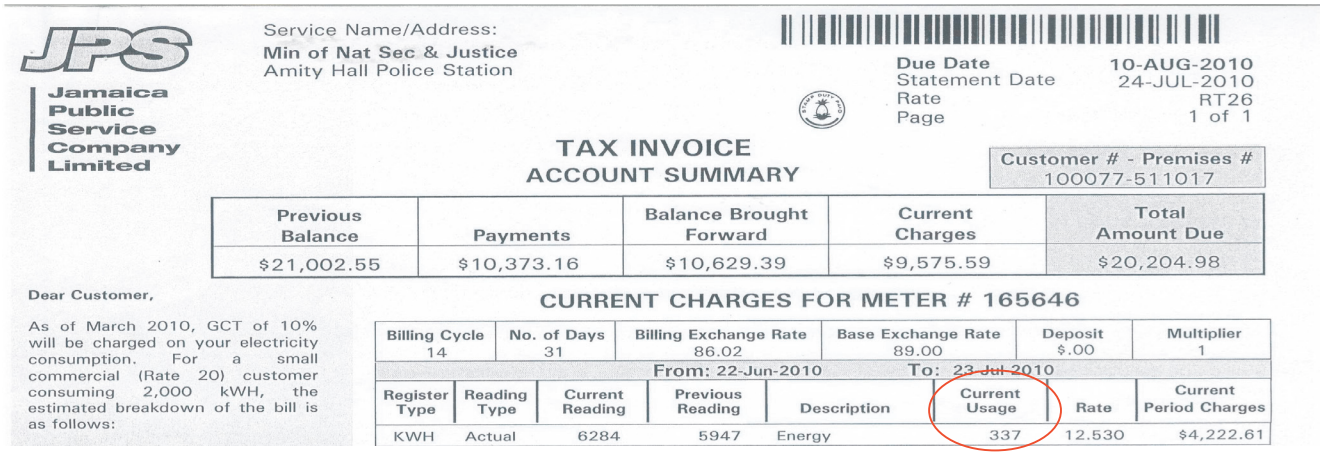
Conservation Officers are to ensure that hoses used by grounds men are fitted with lock off nozzles, and as far as is practicable that buckets instead of hoses are used to wash motor vehicles.

Conservation Officers are to ensure that as far as is practicable waste water is used to water flowers and lawns.

Conservation Officers to ensure that leaks detected are reported and repaired immediately after detection

SUMMARY OF ELECTRICITY CONSUMPTION WITH BILLS FOR AMITY HALL STATION
AMITY HALL STATION

PERIOD	CURRENT READING (KWH)	PREVIOUS READING (KWH)	CURRENT USAGE (KWH)
22/6/2010 – 23/7/2010	6284	5947	337
22/5/2010 – 22/6/2010	5947	5580	367
21/4/2010 – 22/5/2010	5580	5217	363



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Amity Hall Police Station

Due Date 10-AUG-2010
Statement Date 24-JUL-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-511017

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$21,002.55	$10,373.16	$10,629.39	$9,575.59	$20,204.98

Dear Customer,

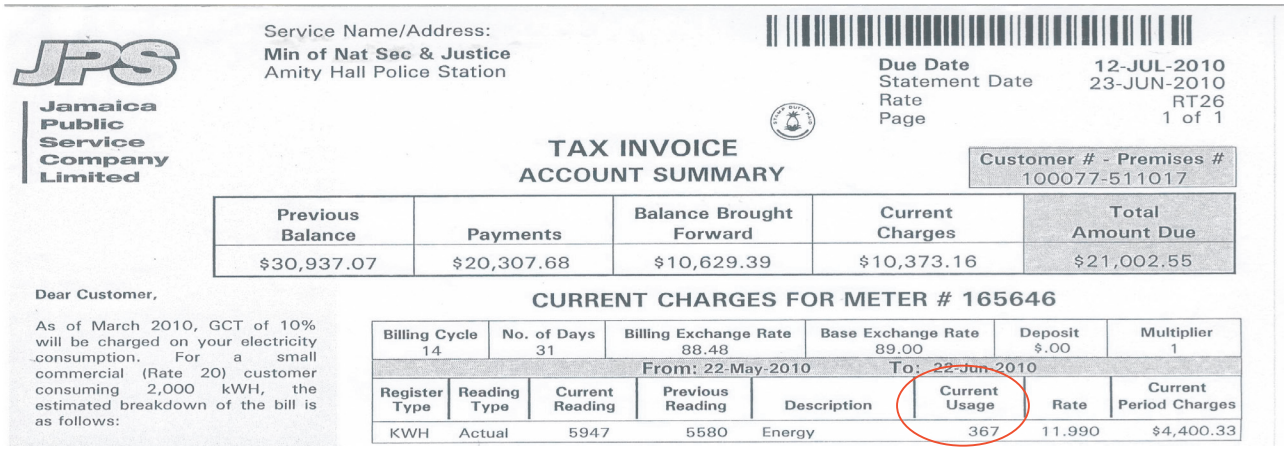
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 165646

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
14	31	86.02	89.00	$.00	1

From: 22-Jun-2010 To: 23-Jul-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	6284	5947	Energy	337	12.530	$4,222.61



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Amity Hall Police Station

Due Date 12-JUL-2010
Statement Date 23-JUN-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-511017

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$30,937.07	$20,307.68	$10,629.39	$10,373.16	$21,002.55

Dear Customer,

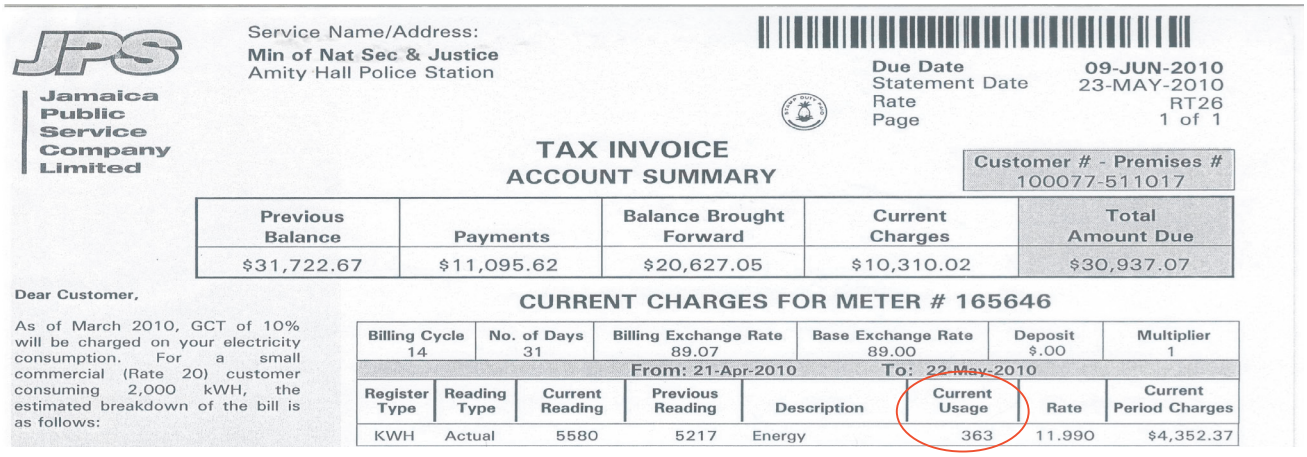
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 165646

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
14	31	88.48	89.00	$.00	1

From: 22-May-2010 To: 22-Jun-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	5947	5580	Energy	367	11.990	$4,400.33



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Amity Hall Police Station

Due Date 09-JUN-2010
Statement Date 23-MAY-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-511017

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$31,722.67	$11,095.62	$20,627.05	$10,310.02	$30,937.07

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 165646

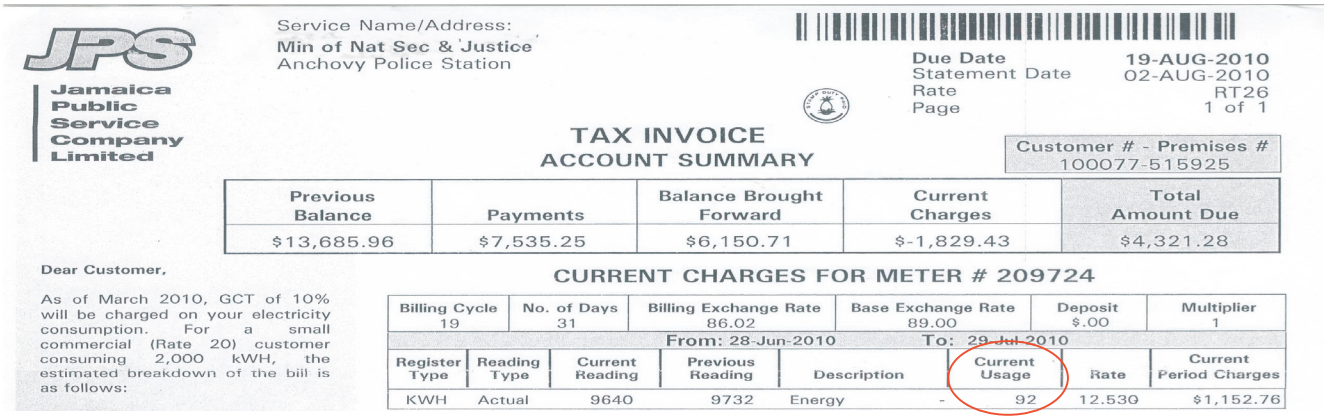
Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
14	31	89.07	89.00	$.00	1

From: 21-Apr-2010 To: 22-May-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	5580	5217	Energy	363	11.990	$4,352.37

SUMMARY OF ELECTRICITY CONSUMPTION WITH BILLS FOR ANCHOVY STATION
ANCHOVY STATION

PERIOD	CURRENT READING (KWH)	PREVIOUS READING (KWH)	CURRENT USAGE (KWH)
28/6/2010 – 29/7/2010	9640	9732	92
29/5/2010 – 28/6/2010	9732 (estimated)	9471	261 (estimated)
27/4/2010 – 29/5/2010	9471	9302	169



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Anchovy Police Station

Due Date 19-AUG-2010
Statement Date 02-AUG-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-515925

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$13,685.96	$7,535.25	$6,150.71	$-1,829.43	$4,321.28

Dear Customer,

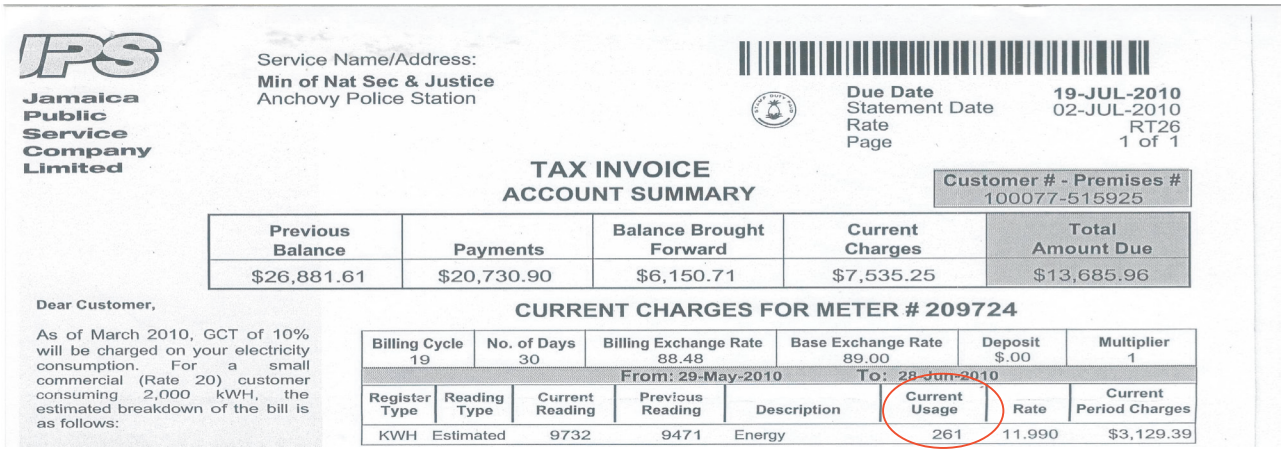
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 209724

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
19	31	86.02	89.00	$.00	1

From: 28-Jun-2010 To: 29-Jul-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	9640	9732	Energy	92	12.530	$1,152.76



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Anchovy Police Station

Due Date 19-JUL-2010
Statement Date 02-JUL-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-515925

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$26,881.61	$20,730.90	$6,150.71	$7,535.25	$13,685.96

Dear Customer,

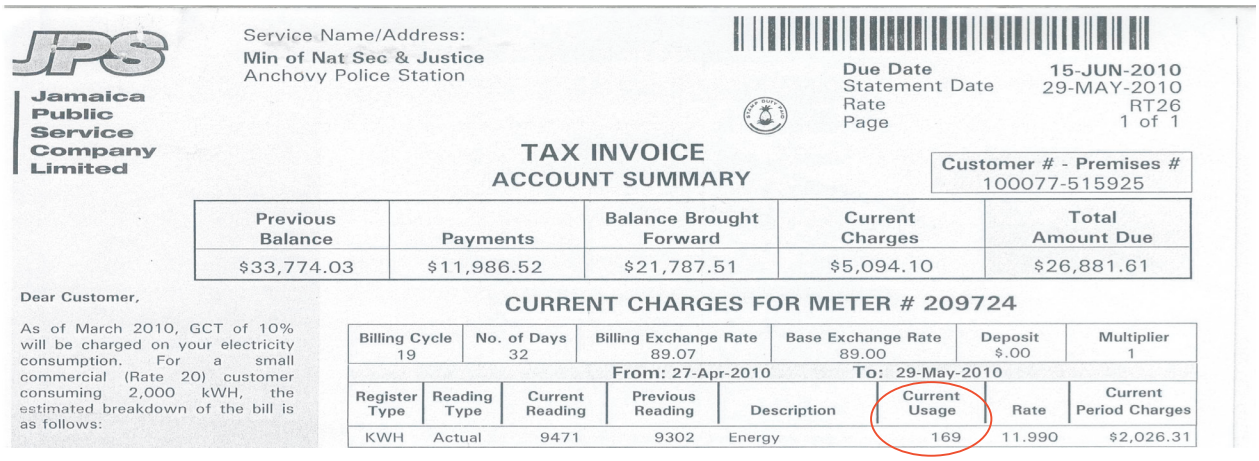
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 209724

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
19	30	88.48	89.00	$.00	1

From: 29-May-2010 To: 28-Jun-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Estimated	9732	9471	Energy	261	11.990	$3,129.39



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Anchovy Police Station

Due Date 15-JUN-2010
Statement Date 29-MAY-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-515925

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$33,774.03	$11,986.52	$21,787.51	$5,094.10	$26,881.61

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 209724

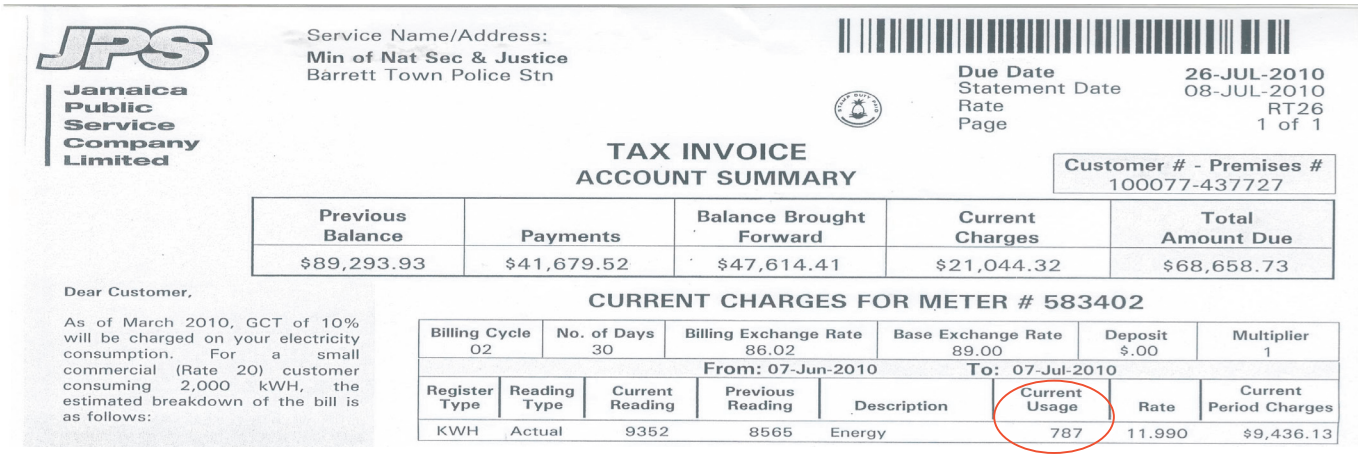
Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
19	32	89.07	89.00	$.00	1

From: 27-Apr-2010 To: 29-May-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	9471	9302	Energy	169	11.990	$2,026.31

SUMMARY OF ELECTRICITY CONSUMPTION WITH BILLS FOR BARRETT TOWN STATION
BARRETT TOWN STATION

PERIOD	CURRENT READING (KWH)	PREVIOUS READING (KWH)	CURRENT USAGE (KWH)
7/6/2010 – 7/7/2010	9352	8565	787
8/5/2010 – 7/6/2010	8565	7748	817
6/4/2010 – 8/5/2010	7748	6864	884



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Barrett Town Police Stn

Due Date 26-JUL-2010
Statement Date 08-JUL-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-437727

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$89,293.93	$41,679.52	$47,614.41	$21,044.32	$68,658.73

Dear Customer,

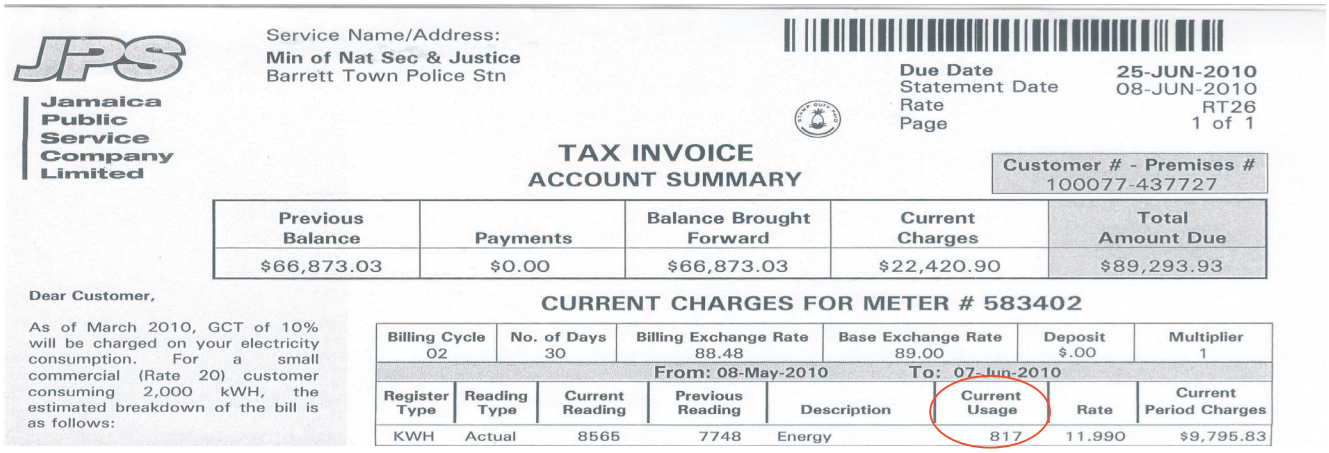
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 583402

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
02	30	86.02	89.00	$.00	1

From: 07-Jun-2010 To: 07-Jul-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	9352	8565	Energy	787	11.990	$9,436.13



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Barrett Town Police Stn

Due Date 25-JUN-2010
Statement Date 08-JUN-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-437727

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$66,873.03	$0.00	$66,873.03	$22,420.90	$89,293.93

Dear Customer,

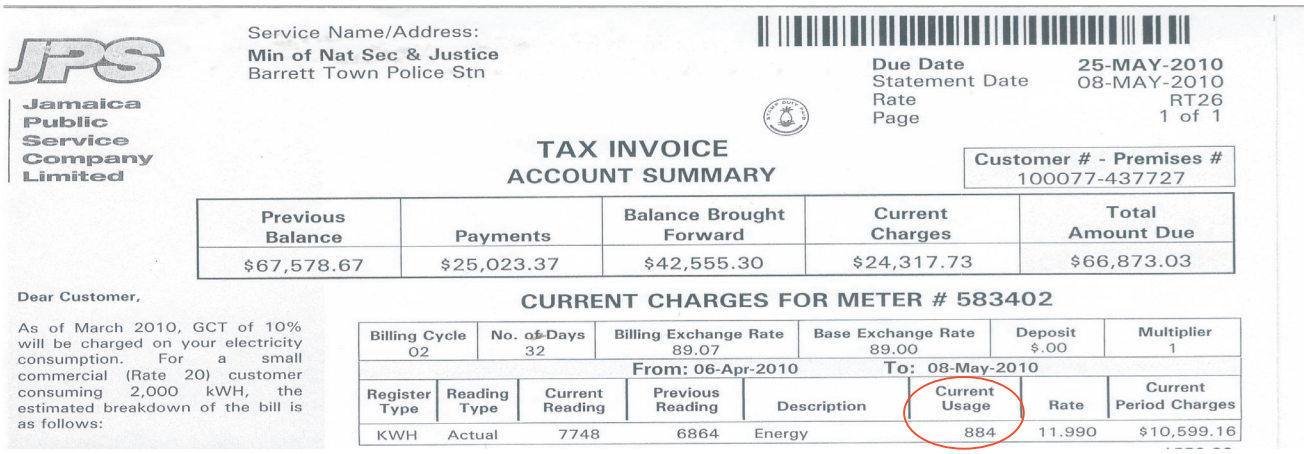
As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 583402

Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
02	30	88.48	89.00	$.00	1

From: 08-May-2010 To: 07-Jun-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	8565	7748	Energy	817	11.990	$9,795.83



JPS Jamaica Public Service Company Limited

Service Name/Address:
Min of Nat Sec & Justice
Barrett Town Police Stn

Due Date 25-MAY-2010
Statement Date 08-MAY-2010
Rate RT26
Page 1 of 1

TAX INVOICE
ACCOUNT SUMMARY

Customer # - Premises # 100077-437727

Previous Balance	Payments	Balance Brought Forward	Current Charges	Total Amount Due
$67,578.67	$25,023.37	$42,555.30	$24,317.73	$66,873.03

Dear Customer,

As of March 2010, GCT of 10% will be charged on your electricity consumption. For a small commercial (Rate 20) customer consuming 2,000 kWH, the estimated breakdown of the bill is as follows:

CURRENT CHARGES FOR METER # 583402

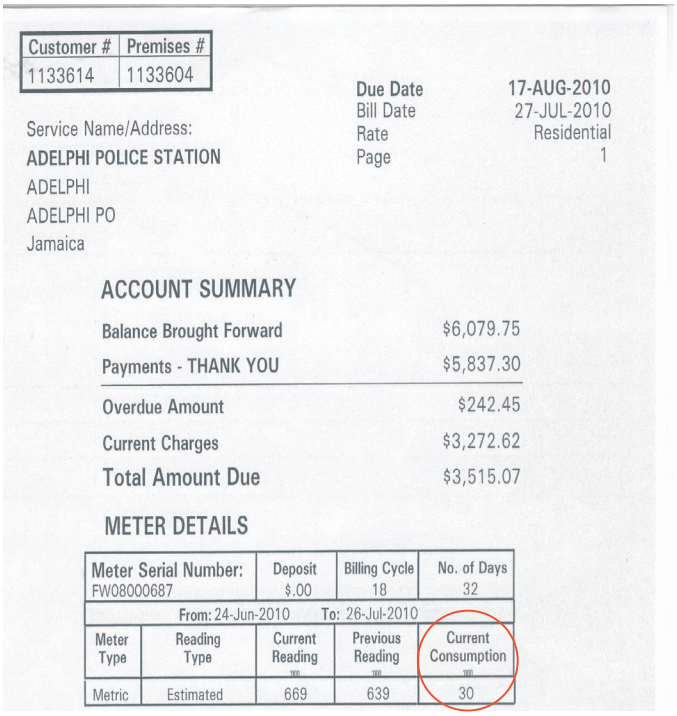
Billing Cycle	No. of Days	Billing Exchange Rate	Base Exchange Rate	Deposit	Multiplier
02	32	89.07	89.00	$.00	1

From: 06-Apr-2010 To: 08-May-2010

Register Type	Reading Type	Current Reading	Previous Reading	Description	Current Usage	Rate	Current Period Charges
KWH	Actual	7748	6864	Energy	884	11.990	$10,599.16

SUMMARY OF WATER CONSUMPTION WITH BILLS ADELPHI STATION
ADELPHI STATION

PERIOD	CURRENT READING (Metric) '000	PREVIOUS READING (Metric) '000	CURRENT CONSUMPTION (Metric) '000
24/6/2010 – 26/7/2010	669 (estimated)	639	30 (estimated)
26/5/2010 – 24/6/2010	639	631	8
23/4/2010 – 26/5/2010	631 (estimated)	582 (estimated)	49 (estimated)



Customer #	Premises #
1133614	1133604

Due Date 17-AUG-2010
Bill Date 27-JUL-2010
Rate Residential
Page 1

Service Name/Address:
ADELPHI POLICE STATION
ADELPHI
ADELPHI PO
Jamaica

ACCOUNT SUMMARY

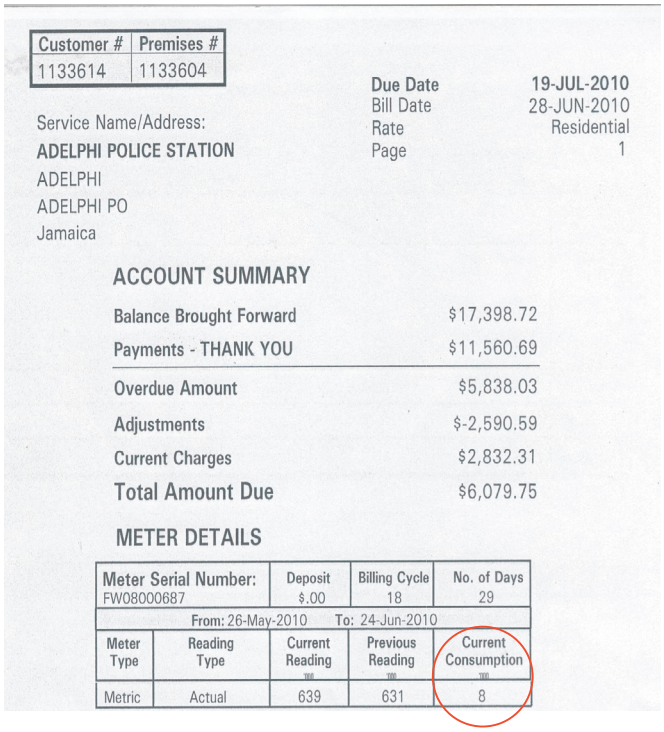
Balance Brought Forward	$6,079.75
Payments - THANK YOU	$5,837.30
Overdue Amount	$242.45
Current Charges	$3,272.62
Total Amount Due	$3,515.07

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW08000687	$.00	18	32

From: 24-Jun-2010 To: 26-Jul-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	669	639	30



Customer #	Premises #
1133614	1133604

Due Date 19-JUL-2010
Bill Date 28-JUN-2010
Rate Residential
Page 1

Service Name/Address:
ADELPHI POLICE STATION
ADELPHI
ADELPHI PO
Jamaica

ACCOUNT SUMMARY

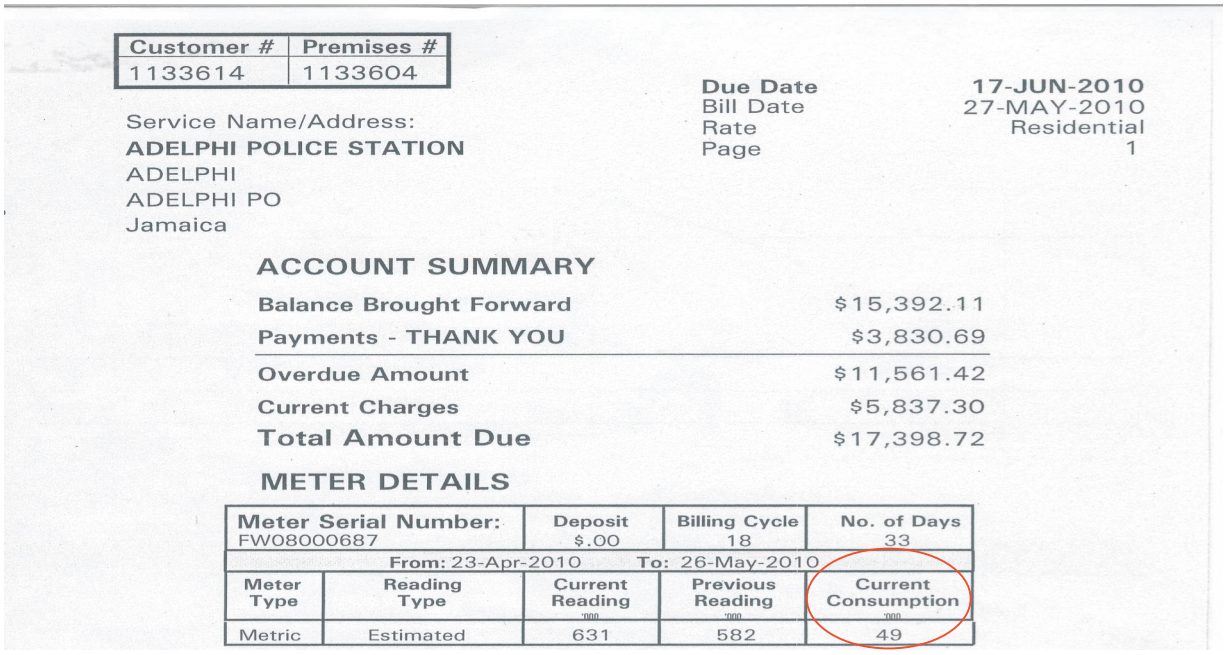
Balance Brought Forward	$17,398.72
Payments - THANK YOU	$11,560.69
Overdue Amount	$5,838.03
Adjustments	$-2,590.59
Current Charges	$2,832.31
Total Amount Due	$6,079.75

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW08000687	$.00	18	29

From: 26-May-2010 To: 24-Jun-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Actual	639	631	8



Customer #	Premises #
1133614	1133604

Due Date 17-JUN-2010
Bill Date 27-MAY-2010
Rate Residential
Page 1

Service Name/Address:
ADELPHI POLICE STATION
ADELPHI
ADELPHI PO
Jamaica

ACCOUNT SUMMARY

Balance Brought Forward	$15,392.11
Payments - THANK YOU	$3,830.69
Overdue Amount	$11,561.42
Current Charges	$5,837.30
Total Amount Due	$17,398.72

METER DETAILS

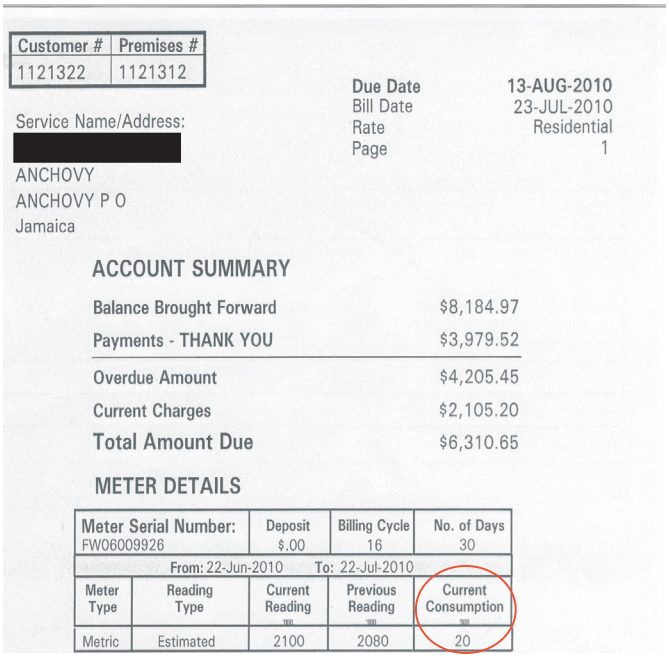
Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW08000687	$.00	18	33

From: 23-Apr-2010 To: 26-May-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	631	582	49

SUMMARY OF WATER CONSUMPTION WITH BILLS ANCHOVY STATION
ANCHOVY STATION

PERIOD	CURRENT READING (Metric) '000	PREVIOUS READING (Metric) '000	CURRENT CONSUMPTION (Metric) '000
22/6/2010 – 22/7/2010	2100 (estimated)	2080	20 (estimated)
21/5/2010 – 22/6/2010	2080	2081	-1
21/4/2010 – 21/5/2010	2081 (estimated)	2045 (estimated)	36 (estimated)



Customer #	Premises #
1121322	1121312

Service Name/Address:
[redacted]
ANCHOVY
ANCHOVY P O
Jamaica

Due Date 13-AUG-2010
Bill Date 23-JUL-2010
Rate Residential
Page 1

ACCOUNT SUMMARY

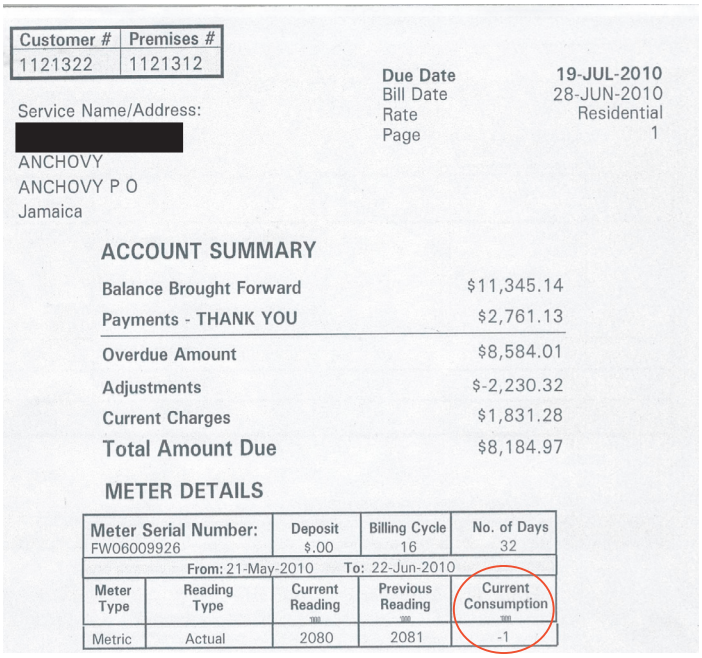
Balance Brought Forward	$8,184.97
Payments - THANK YOU	$3,979.52
Overdue Amount	$4,205.45
Current Charges	$2,105.20
Total Amount Due	$6,310.65

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW06009926	$.00	16	30

From: 22-Jun-2010 To: 22-Jul-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	2100	2080	20



Customer #	Premises #
1121322	1121312

Service Name/Address:
[redacted]
ANCHOVY
ANCHOVY P O
Jamaica

Due Date 19-JUL-2010
Bill Date 28-JUN-2010
Rate Residential
Page 1

ACCOUNT SUMMARY

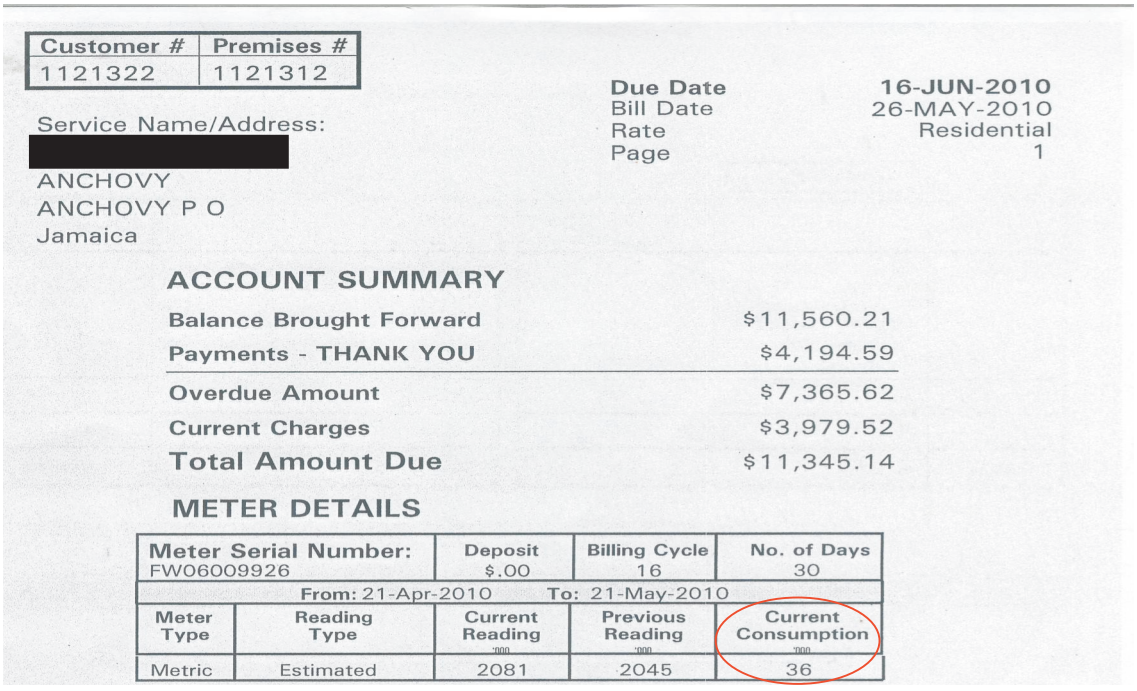
Balance Brought Forward	$11,345.14
Payments - THANK YOU	$2,761.13
Overdue Amount	$8,584.01
Adjustments	$-2,230.32
Current Charges	$1,831.28
Total Amount Due	$8,184.97

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW06009926	$.00	16	32

From: 21-May-2010 To: 22-Jun-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Actual	2080	2081	-1



Customer #	Premises #
1121322	1121312

Service Name/Address:
[redacted]
ANCHOVY
ANCHOVY P O
Jamaica

Due Date 16-JUN-2010
Bill Date 26-MAY-2010
Rate Residential
Page 1

ACCOUNT SUMMARY

Balance Brought Forward	$11,560.21
Payments - THANK YOU	$4,194.59
Overdue Amount	$7,365.62
Current Charges	$3,979.52
Total Amount Due	$11,345.14

METER DETAILS

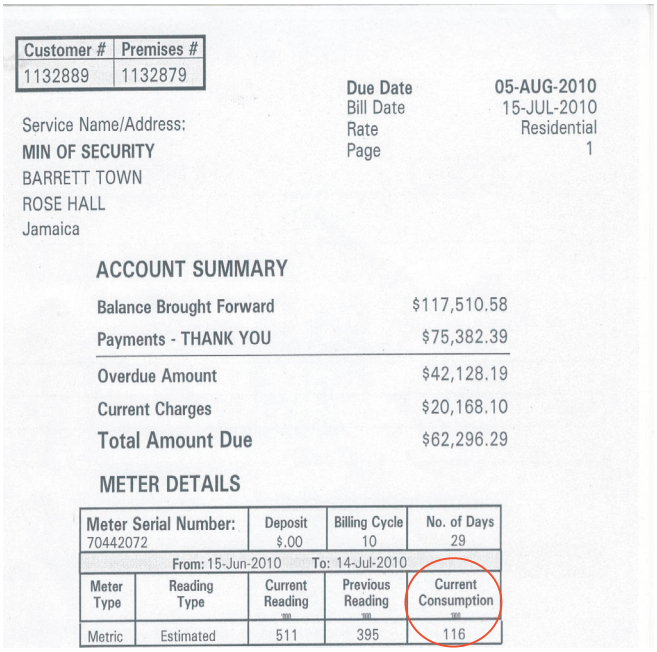
Meter Serial Number:	Deposit	Billing Cycle	No. of Days
FW06009926	$.00	16	30

From: 21-Apr-2010 To: 21-May-2010

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	2081	2045	36

SUMMARY OF WATER CONSUMPTION WITH BILLS BARRETT TOWN STATION
BARRETT TOWN STATION

PERIOD	CURRENT READING (Metric) '000	PREVIOUS READING (Metric) '000	CURRENT CONSUMPTION (Metric) '000
15/6/2010 – 14/7/2010	511 (estimated)	395	116 (estimated)
14/5/2010 – 15/6/2010	395	388	7
16/4/2010 – 14/5/2010	388 (estimated)	153 (estimated)	235 (estimated)



Customer #	Premises #
1132889	1132879

Service Name/Address:
MIN OF SECURITY
BARRETT TOWN
ROSE HALL
Jamaica

Due Date 05-AUG-2010
Bill Date 15-JUL-2010
Rate Residential
Page 1

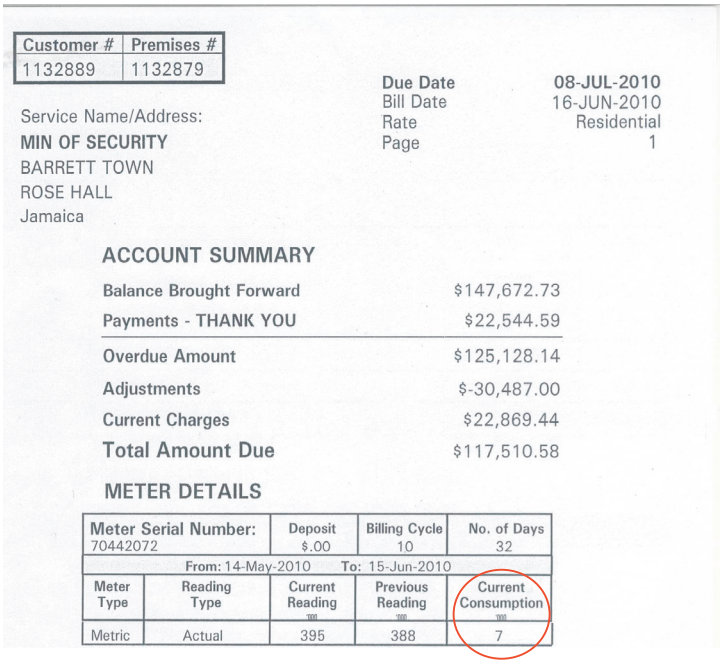
ACCOUNT SUMMARY

Balance Brought Forward	$117,510.58
Payments - THANK YOU	$75,382.39
Overdue Amount	$42,128.19
Current Charges	$20,168.10
Total Amount Due	$62,296.29

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
70442072	$.00	10	29
From: 15-Jun-2010		To: 14-Jul-2010	

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	511	395	116



Customer #	Premises #
1132889	1132879

Service Name/Address:
MIN OF SECURITY
BARRETT TOWN
ROSE HALL
Jamaica

Due Date 08-JUL-2010
Bill Date 16-JUN-2010
Rate Residential
Page 1

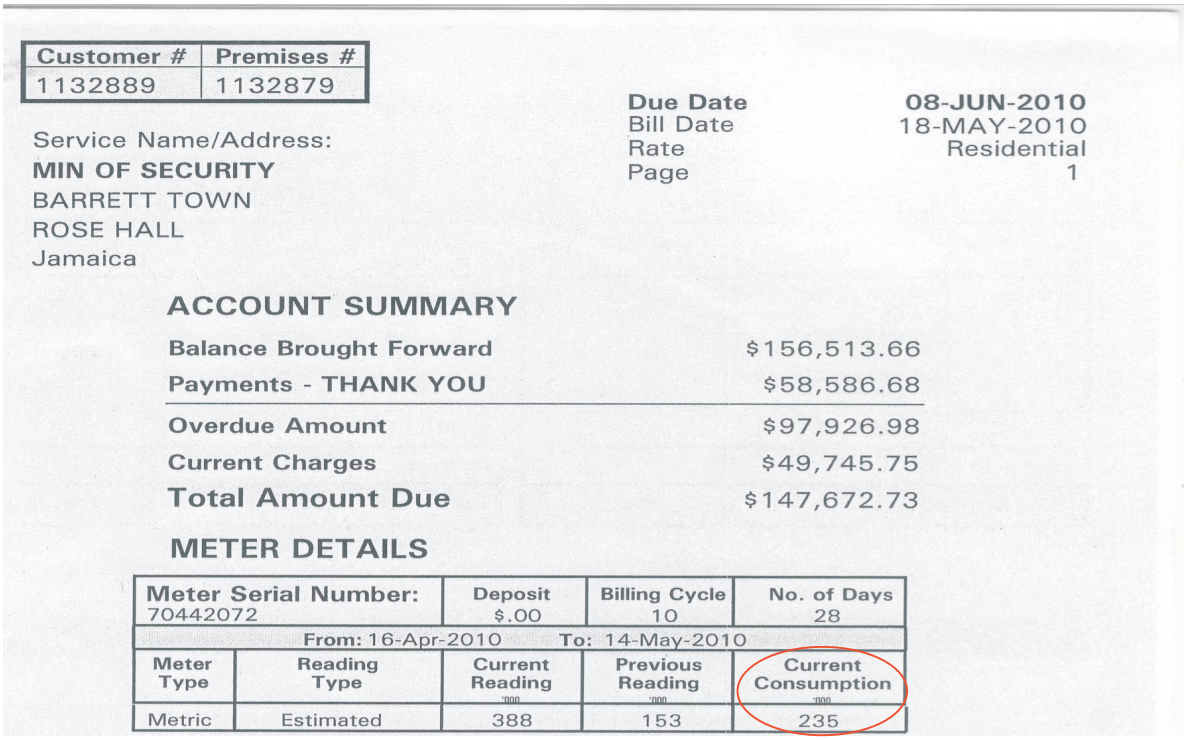
ACCOUNT SUMMARY

Balance Brought Forward	$147,672.73
Payments - THANK YOU	$22,544.59
Overdue Amount	$125,128.14
Adjustments	$-30,487.00
Current Charges	$22,869.44
Total Amount Due	$117,510.58

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
70442072	$.00	10	32
From: 14-May-2010		To: 15-Jun-2010	

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Actual	395	388	7



Customer #	Premises #
1132889	1132879

Service Name/Address:
MIN OF SECURITY
BARRETT TOWN
ROSE HALL
Jamaica

Due Date 08-JUN-2010
Bill Date 18-MAY-2010
Rate Residential
Page 1

ACCOUNT SUMMARY

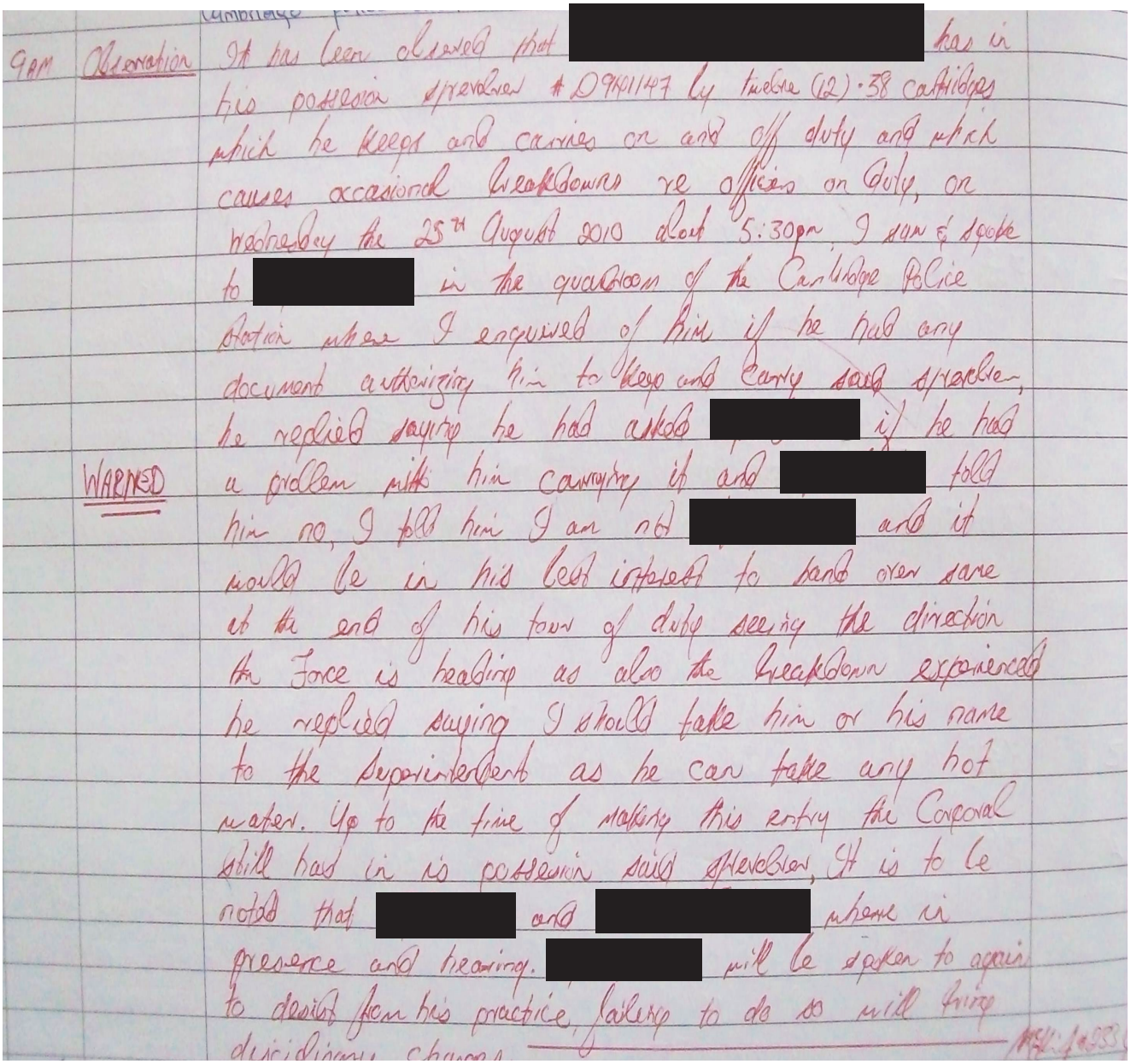
Balance Brought Forward	$156,513.66
Payments - THANK YOU	$58,586.68
Overdue Amount	$97,926.98
Current Charges	$49,745.75
Total Amount Due	$147,672.73

METER DETAILS

Meter Serial Number:	Deposit	Billing Cycle	No. of Days
70442072	$.00	10	28
From: 16-Apr-2010		To: 14-May-2010	

Meter Type	Reading Type	Current Reading '000	Previous Reading '000	Current Consumption '000
Metric	Estimated	388	153	235

EXAMPLE OF ACCOUNTABILITY IN STATION DIARY

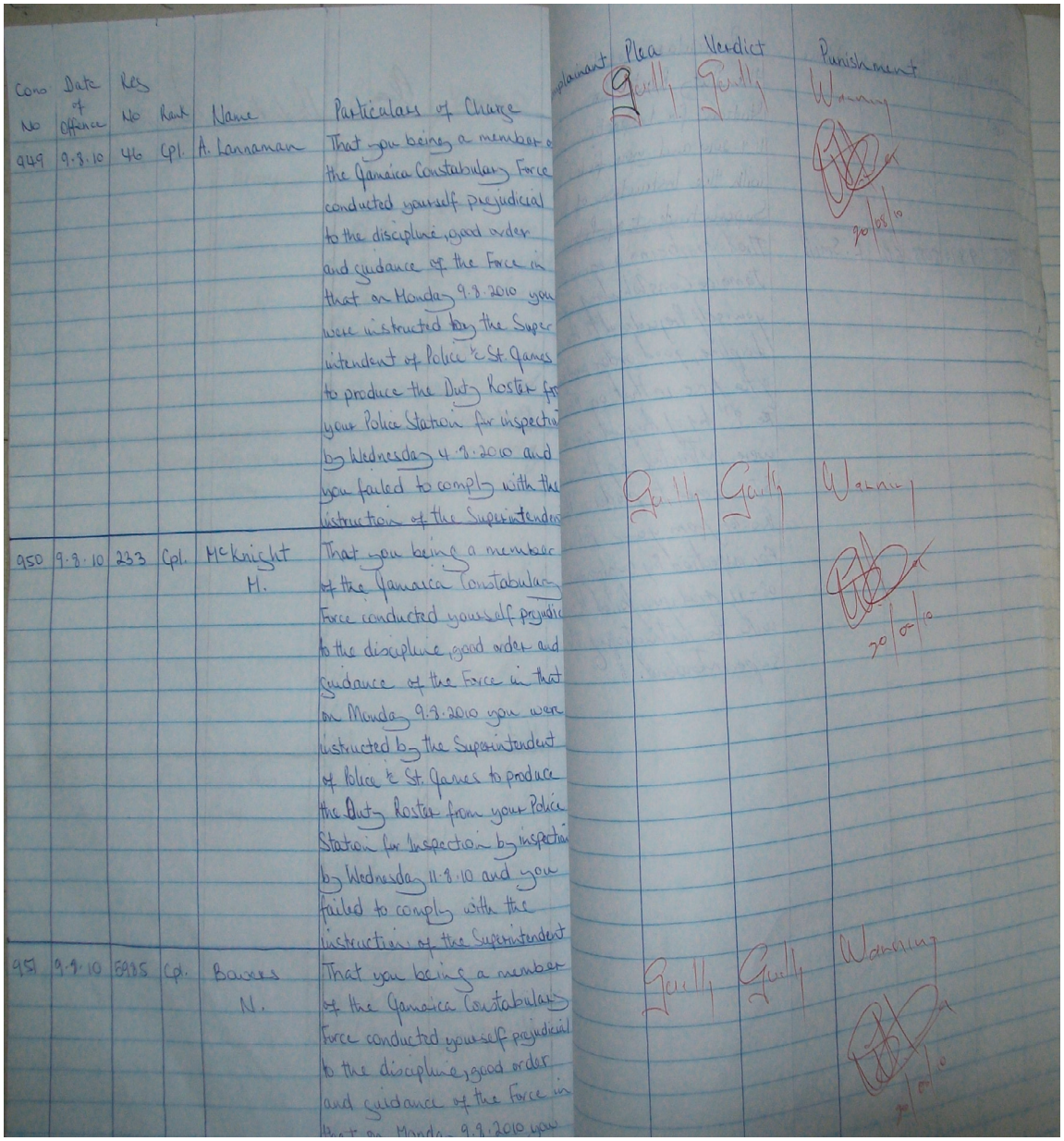


9am Observation It has been observed that [redacted] has in his possession firearm #D9401147 by twelve (12) .38 cartridges which he keeps and carries on and off duty and which causes occasional breakdowns re officers on duty, on Wednesday the 25th August 2010 about 5:30pm I summoned to [redacted] in the guardroom of the Cambridge Police Station where I enquired of him if he had any document authorizing him to keep and carry said firearm, he replied saying he had asked [redacted] if he had a problem with him carrying it and [redacted] told him no, I told him I am not [redacted] and it would be in his best interest to hand over same at the end of his tour of duty seeing the direction the Force is heading as also the breakdown experienced he replied saying I should take him or his name to the Superintendent as he can take any hot water. Up to the time of making this entry the Corporal still had in his possession said firearm, It is to be noted that [redacted] and [redacted] whom in presence and hearing. [redacted] will be spoken to again to desist from his practice, failure to do so will bring disciplinary charges

WARNED

Photo 1: Station Diary entry at the Cambridge Station as presented on September 14, 2010

ENTRIES IN DIVISIONAL DEFAULT REGISTER



Com. No	Date of Offence	Reg No	Rank	Name	Particulars of Charge	Plea	Verdict	Punishment
949	9.8.10	46	Cpl.	A. Lannaman	That you being a member of the Jamaica Constabulary Force conducted yourself prejudicial to the discipline, good order and guidance of the Force in that on Monday 9.8.2010 you were instructed by the Superintendent of Police St. James to produce the Duty Roster for your Police Station for inspection by Wednesday 4.8.2010 and you failed to comply with the instruction of the Superintendent	Guilty	Guilty	Warning 20/08/10
950	9.8.10	233	Cpl.	McKnight H.	That you being a member of the Jamaica Constabulary Force conducted yourself prejudicial to the discipline, good order and guidance of the Force in that on Monday 9.8.2010 you were instructed by the Superintendent of Police St. James to produce the Duty Roster from your Police Station for inspection by inspection by Wednesday 11.8.10 and you failed to comply with the instruction of the Superintendent	Guilty	Guilty	Warning 20/08/10
951	9.8.10	5935	Cpl.	Bowes N.	That you being a member of the Jamaica Constabulary Force conducted yourself prejudicial to the discipline, good order and guidance of the Force in that on Monday 9.8.2010 you	Guilty	Guilty	Warning 20/08/10

Photo 1: Divisional Default Register as presented on September 17, 2010

EXAMPLES OF COMPLETE ENTRIES IN JCF PRISONERS IN CUSTODY REGISTER AS PRESENTED ON SEPTEMBER 13, 2010

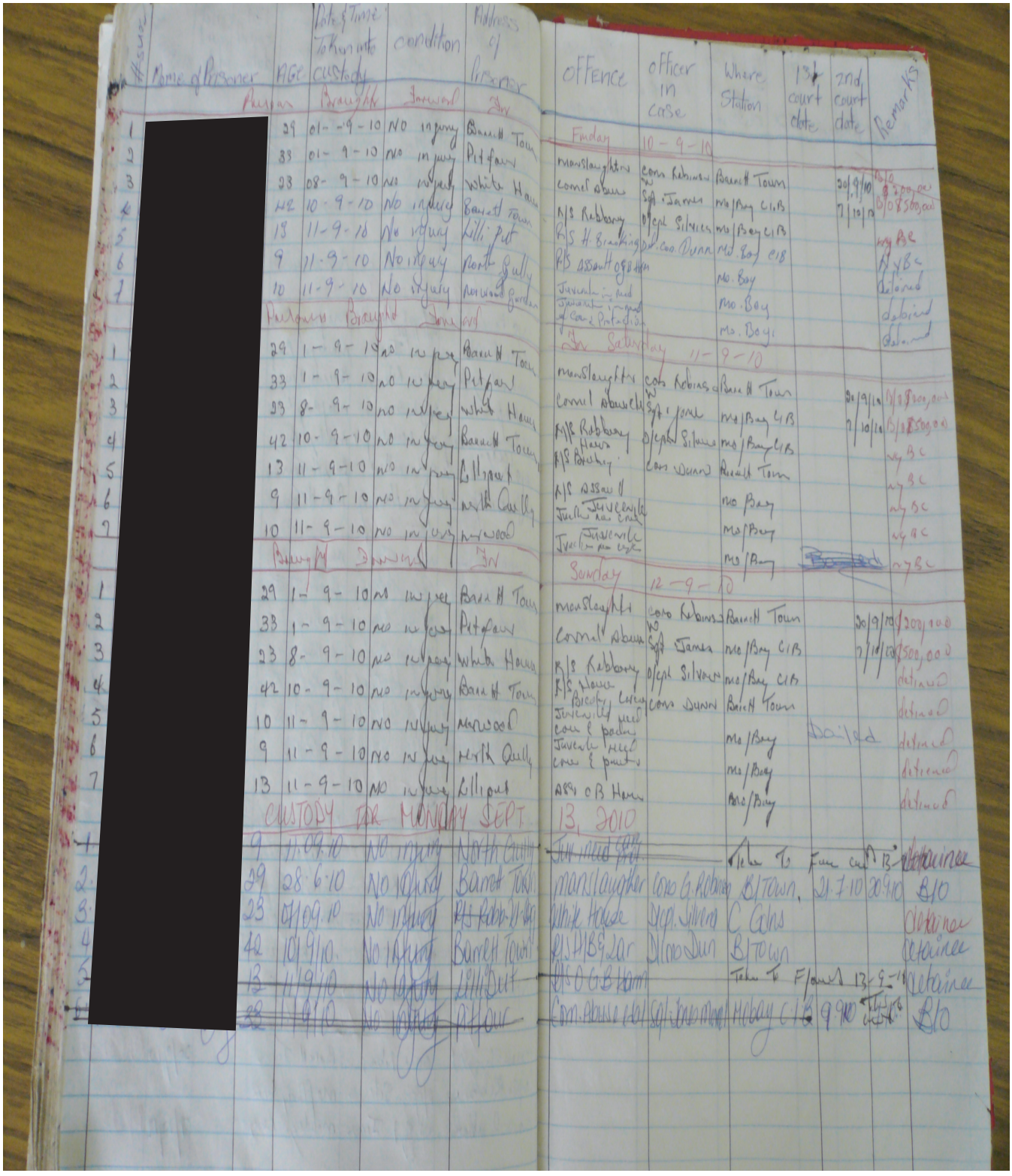


Photo 1: Barrett Town Police Station Prisoners in Custody Register as presented September 13, 201

LOOSE SHEET WITH RECORDS OF PERSONS IN CUSTODY AT THE MONTEGO BAY FREEPORT POLICE STATION AS RECORDED ON SEPTEMBER 14, 2010

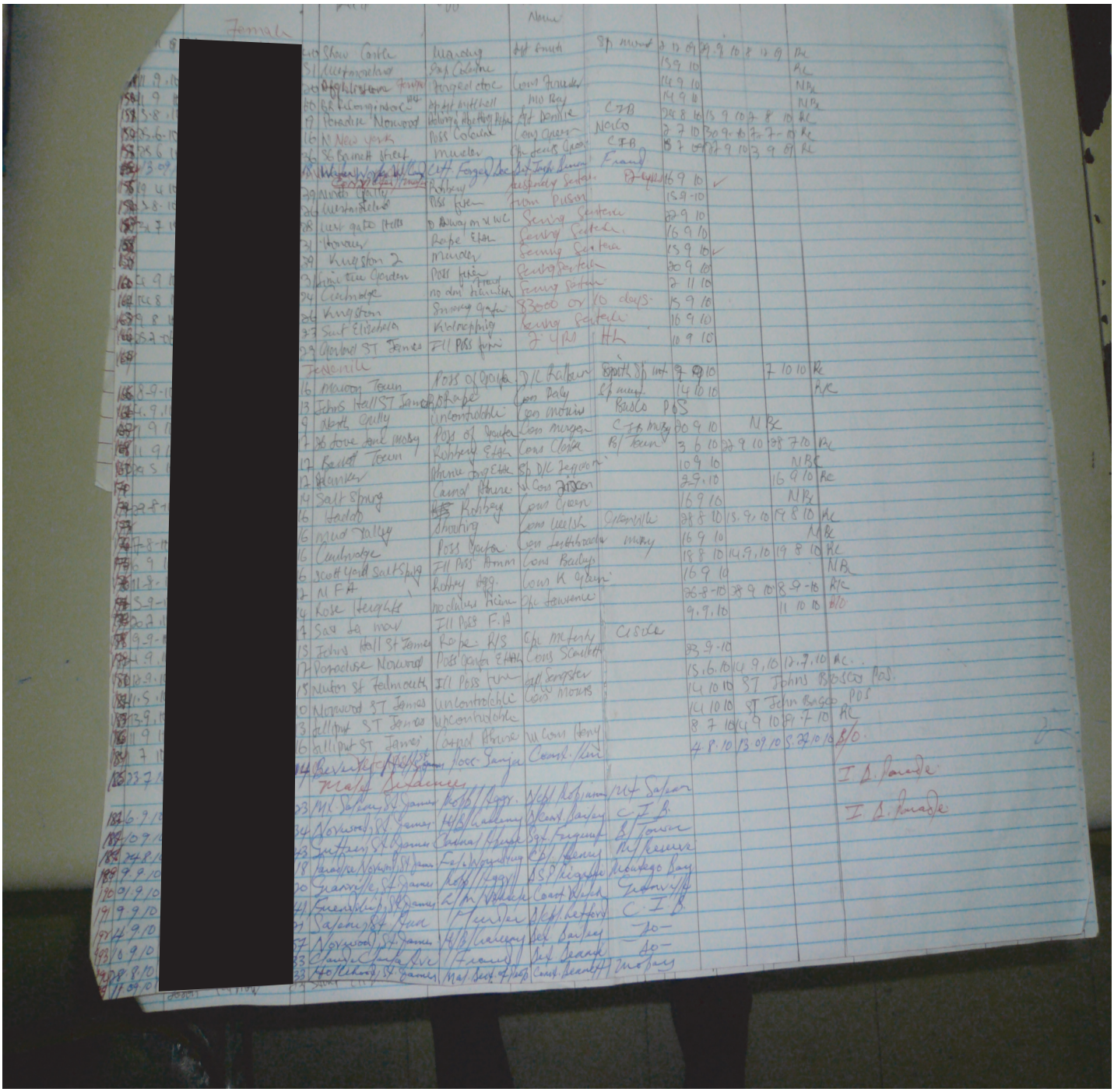


Photo: Loose sheet containing records of persons in custody at the Montego Bay Freeport Police Station as seen on September 17, 2010. The sheets were not affixed to the PIC Register

MONTEGO BAY STREET CRIME UNIT
ARRESTS MADE FROM THE APRIL 1, 2010 – SEPTEMBER 17, 2010
AND ITEMS SEIZED

TYPE	NUMBER OF ARREST MADE
Possession of Ganja	19
Smoking Ganja	6
Possession of offensive weapon	1
Cash for Gold	12
Unlawful possession of property	12
Robbery with Aggravation	1
Assault	1
Breaches of the Copy Right Act	8
Proceeds of Crime Act	4
Simple Larceny	1
Shooting with intent	1
Illegal possession of Firearm	1

SEIZURES MADE

Money	$JMD = $2,938,105.00 $CAN = $1,845.00 $US = $15,558.00
Vehicles	7
Laptop	14

ST JAMES DIVISION INTELLIGENCE UNIT REPORT ON OPERATIONS

CONFIDENTIAL

Saint James Divisional Intelligence Unit

TEL: (876) 979-8025, 953-6154, 684-9095
FAX: (876) 684-9103
E-MAIL: stjamdiu@yahoo.com

CONSTABULARY STATION
ALICE ELDEMIRE DRIVE
P.O. BOX 316
MONTEGO BAY

October 5, 2010

DSP i/c Crime

The Divisional Intelligence unit has carried out over eighty intelligence led targeted operation within the division since the start of the year aimed at disrupting ,displacing and the dismantling of the two major gangs in the division. This has resulted in some gang members being arrested and charged ,some processed and released and some fatally shot during confrontation with the police.
The breakdowns are as follows

Person Processed and Released

: one thousand two hundred and ten persons were processed and released; some were processed on more than on occasion.

Gang Members Arrested

Ten members linked to gangs have been arrested and charged with various offences ranging from murder, illegal possession of firearm andshooting.

Fatal Shooting

The division has recorded a total of fifty three fatal shootings of this amount a total of twenty one of these fatalities are linked to members of the major gangs based in Saint James.

OPERATIONAL ACTIVITIES FOR ST. JAMES DIVISION
JANUARY – AUGUST 28, 2009 COMPARED WITH JANUARY – AUGUST 28, 2010

Type	Amount 2009	Amount 2010
Firearm recovered	40	76
Ammunition recovered	812	1532
Offensive weapons	635	614
Ganja seized	1042 LBS	1935LBS
Cocaine seized	31 ¼ LBS	69 LBS
Special Operation	167	172
Mobile Patrol	5595	9414
Spot checks	6480	21983
Foot Patrol	2660	2715
Motor vehicles seized	453	4,354
Motor Vehicles Recovered	15	28
Arrests	1841	2988
Person searched	79976	202,902
Premises searched	1725	2792
Vehicle searched	71340	166,605
Raids	1725	2792
Detains	514	1245
Traffic Operation	104	214

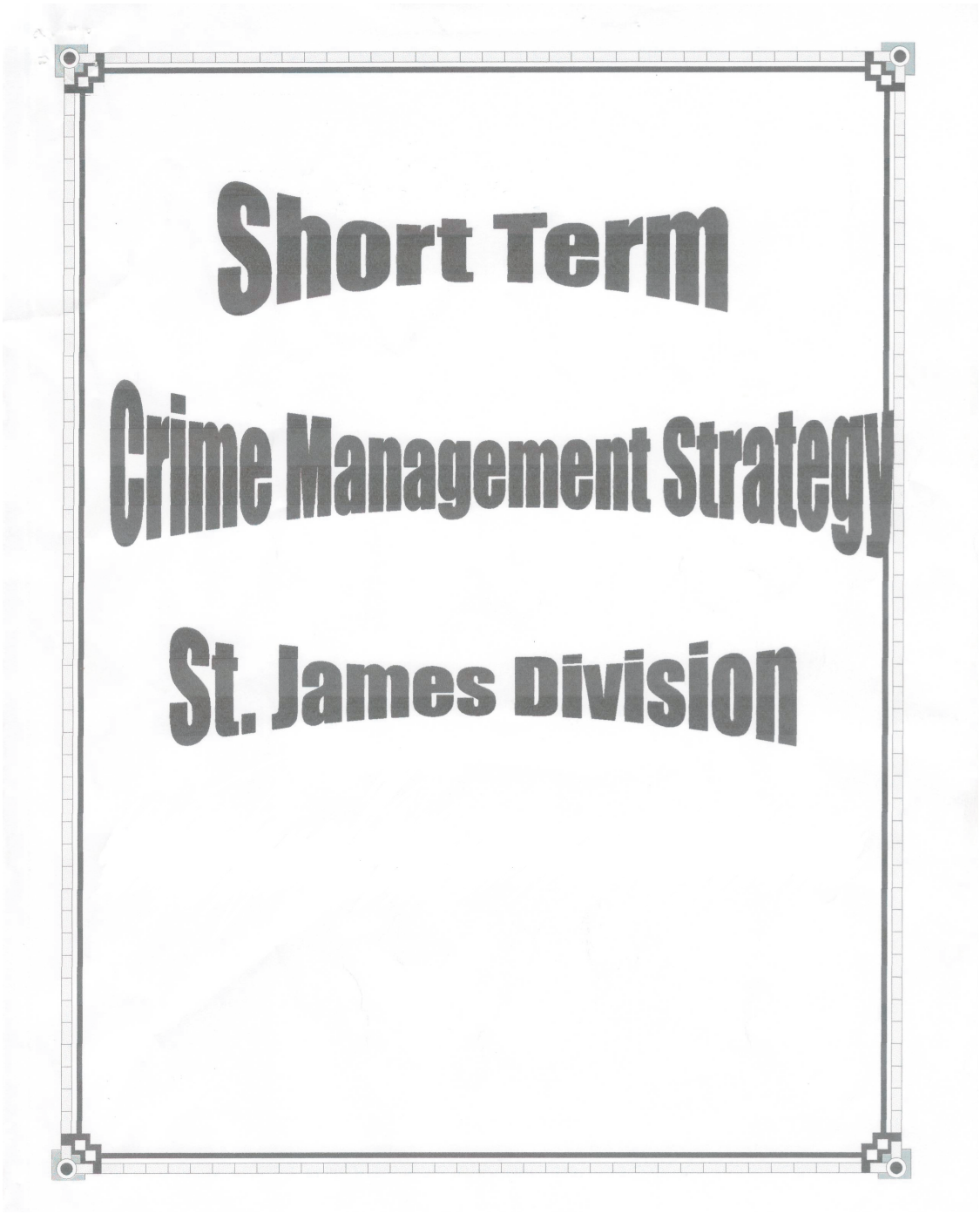
Table 1: Operation activities for St James Division for January-August 28, 2009 and 2010

CRIME STATISTICS FOR THE ST JAMES DIVISION FOR THE PERIOD JANUARY – SEPTEMBER 12, 2009 AS COMPARED WITH JANUARY – SEPTEMBER 2010

MAJOR CRIME	2009	2010
Murder	157	135
Shooting	117	133
Rape	49	51
Carnal abuse	19	13
Robbery	213	218
Break-ins	159	172
Larceny	9	16

Table 1: Crime statistics for St. James Division for January – September 2009 and 2010

COPY OF THE FRONT PAGE OF ST JAMES CRIME REVIEW STRATEGY



COMMENDATIONS FOR JANUARY – SEPTEMBER 2009 AND 2010

MEMORANDUM

To: S.P. i/c St. James

From: D.S.P i/c Administration

Date: September 10, 2010

Subject: Commendation

Please be informed that since January to date a total of fifty six (56) members were commended in Force Orders as stated below:

Recovery of Firearm & Ammunition and Arrest of Accused	-	49
Destruction of Ganja Fields	-	2
Efficient & Dedicated work	-	5

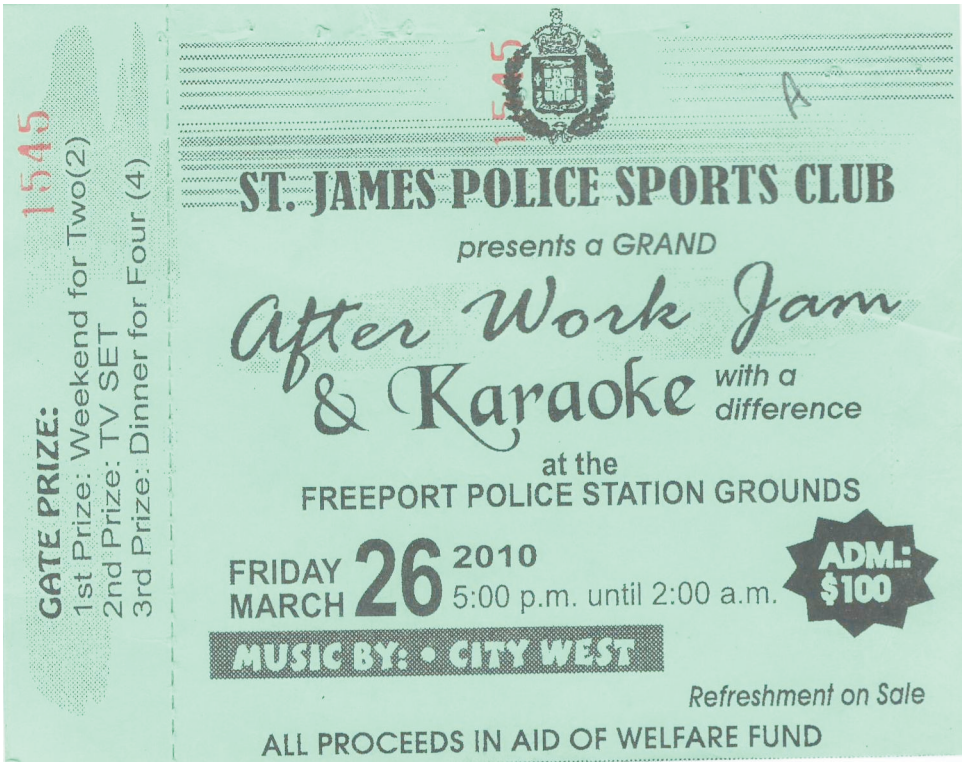
Number of Person who received Commendation between January – September 2009

Recovery of Firearm & Ammunition	-	12
Capture of Wanted Men	-	02
Efficient & Dedicated Work	-	10

SOCIAL EVENTS FROM JANUARY –OCTOBER 2009 AND 2010

Social Activities held to Boost Staff Moral 2009/2010

Department	Social Activities	2009	2010
Traffic	Funday	1	1
C.I.B.	Party	1	1
Springmount	Social	1	1
Cambridge	Social	1	1
ISCF	Funday	1	1
St. James Division	After work Jam	-	1
Operations Unit	Funday		To be held 2.10.10



FLYERS FOR MOTIVATIONAL LECTURES

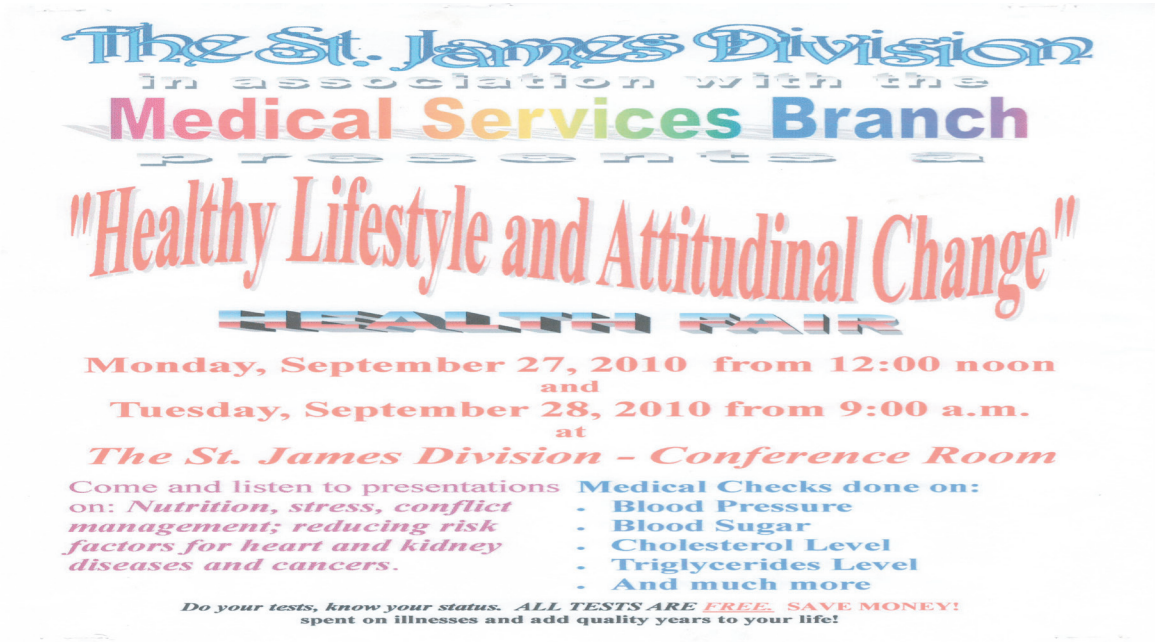


Photo 1: Flyer for health fair that was done on September 27 & 28, 2010

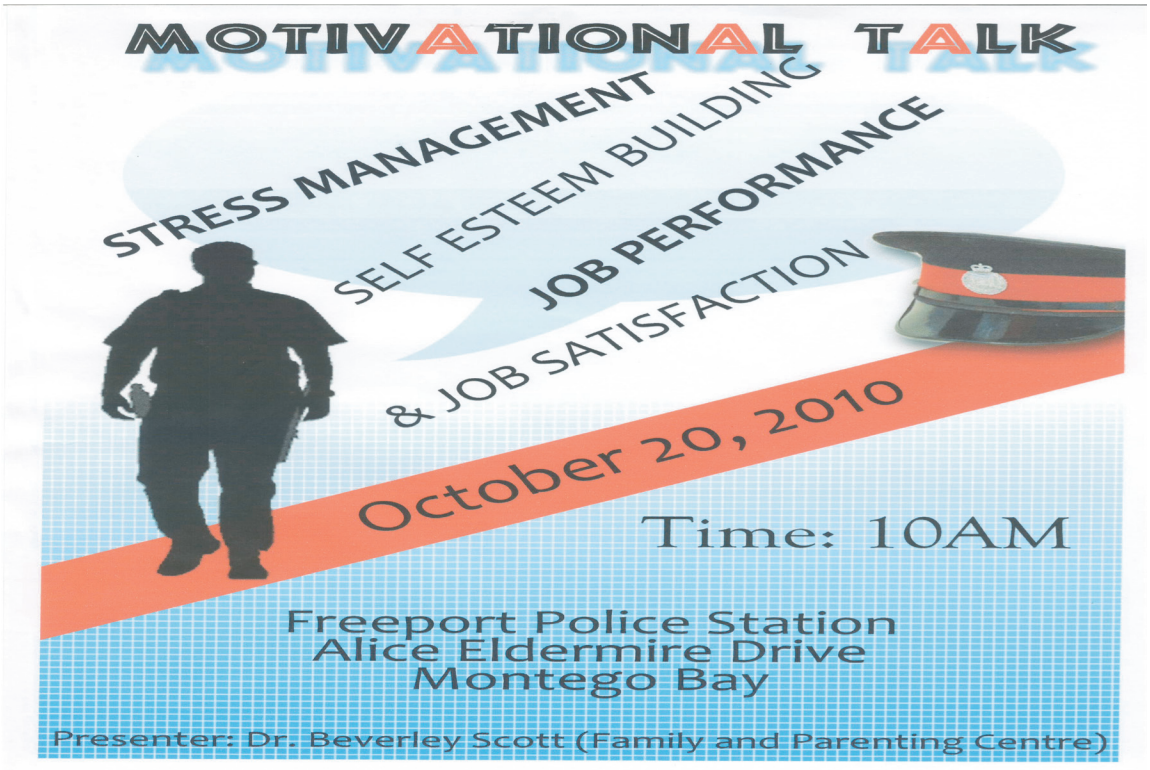


Photo 2: Flyer for motivational lecture to be held on October 20, 2010

COPY OF REQUEST FOR PRISONER TRUCK APRIL 14, 2010

Any reply or subsequent reference to this Communication should be addressed to the Commissioner of Police and not to any officer by name and the following reference quoted

NO_____

THE JAMAICA CONSTABULARY
ALICE ELDEMIRE DRIVE
P.O. BOX 316

April 14, 2010

Assistant Commissioner of Police
i/c Services Branch

Request for a Prisoner Truck – St. James Division

Criminal activities have been increased in St. James Division tremendously resulting from the lucrative business of the Lotto Scam, and an influx of gangs in numerous communities within the parish. As a consequence, the cell block at the Montego Bay Police Station is always at its maximum capacity of one hundred and fifty (150) prisoners and sometimes over the amount.

A prisoner truck is assigned to the station registered 30-2839 which facilitates the transportation of convicted and remand prisoners from the Divisions within Area 1 on a weekly basis to penal institutions in Spanish Town and Kingston. It is to be noted that the truck is in an advance state of disrepair and needs to be replaced. The truck has been in and out of the garage with numerous defects such as: Cab interior, body, lock and cell compartments, breaking system and other mechanical defects.

The prisoner truck develope mechanical defects on occasions whilst conveying high risk prisoners from Montego Bay to Kingston, in circumstances that increase the possibility of escape, putting at risk the persons escorting the prisoners.

It is to be further noted that a request was made in the Budget Call 2010-2011 for the provision of a prisoner truck. I must point out the dire need for this unit.

Appended are copies of previous reports dated April 7th and June 24, 2009 to substantiate the urgency.

Superintendent of Police
i/c St. James Division

COPY OF REQUEST FOR PRISONER TRUCK JUNE 24, 2009

TEL: (876) 684 – 9454 -6
FAX: (876) 684 – 9459
E-MAIL:jcfstjameshq@yahoo.com

Any reply or subsequent reference to this Communication should be addressed to the Commissioner of Police and not to any officer by name and the following reference quoted

THE JAMAICA CONSTABULARY
ALICE ELDEMIRE DRIVE
P.O. BOX 316
MONTEGO Bay

June 24, 2009

NO C3/15/16/09

Asst. Commissioner of Police
i/c Area I

Condition of Prisoner Truck assigned to the Saint James Division

Reporting that on April 7, 2009 a report treating on the condition of Prison Truck 30-2839 was submitted to the Assistant Commissioner of Police in charge Services.

To date no response has been received.

I wish again to point out that the truck is in a poor state and I am very concerned about the safety of Police Personnel as also the safe custody of the Prisoners.

It is again recommended that a new truck be made available.

Copy correspondence sent to Assistant Commissioner of Police in charge Services attached for your information.

Maurice Coleman
Superintendent of Police
i/c Saint James Division

COPY OF REQUEST FOR PRISONER TRUCK APRIL 7, 2009

TEL: (876) 684 – 9454 -6
FAX: (876) 684 – 9459
E-MAIL:jcfstjameshq@yahoo.com

Any reply or subsequent reference to this Communication should be addressed to the Commissioner of Police and not to any officer by name and the following reference quoted

THE JAMAICA CONSTABULARY
ALICE ELDEMIRE DRIVE
P.O. BOX 316
MONTEGO Bay

April 7, 2009

NO [illegible]

Asst. Commissioner of Police
i/c Services

Condition of Prisoner Truck assigned to the Saint James Division

The Prisoner Truck assigned to the Saint James Division was inspected on 2009.03.27 and found to be defective.

It has been in and out of service on several occasions.

Due to the defects it poses a risk in the transporting of prisoners.

Expert advice sought revealed that it is not financially prudent to repair this vehicle. It is more economical to replace this one with a new one.

Report of Mr. Paul Stanton, Deputy Superintendent of Police in charge Administration is attached.

Submitted

Maurice Palmer

Superintendent of Police
i/c Saint James Division

COPY OF REQUEST FOR PRISONER TRUCK APRIL 3, 2009

Constabulary Office
Alice Eldemire Drive
Montego Bay

April 3, 2009

S.P. i/c St. James

Re: Defective Prisoner Transport Vehicle 30-2839

Reporting that I have today Friday March 27, 2009 carried out inspection on the abovementioned service vehicle and the following defects found:

(a) Defective headlights
(b) Defective body compartments
(c) Defective cell compartments
(d) Defective locks & grills
(e) Defective braking system
(f) Defective tyres

On several occasions this vehicle has been in and out of garage for the defects highlighted.

It has now become unwise to waste anymore money on this vehicle.

Safe conveyance of prisoners is a crucial variable in the Transporting of Prisoners.

It should be noted that this truck transport prisoners for all your Divisions in Area 1.

Recommendation is that it is not financially prudent to repair this vehicle. It is more [illegible]

[illegible]

Paul Sinnott
Deputy Superintendent of Police
Area Administration – St. James