



POLICE (CIVILIAN OVERSIGHT) AUTHORITY



Annual Report

April 1, 2012 to March 31, 2013

CONTENTS

| | |
|---|-----------|
| Vision and Mission Statement | 2 |
| Chairman's Report | 3 |
| Governance | 4 |
| • Composition of Authority | |
| • Meetings and Attendance | |
| Chief Executive Officer's Report | 5 |
| • Continuing the Mission to Transform the Jamaica Constabulary Force in Challenging Times | |
| • Performance Review 2012/13 | |
| Financials | 12 |
| Appendices | |
| • Appendix 1 - PCOA Act of 2005 | 28 |
| • Appendix 2 - Summary of Findings from Inspections | 37 |
| • Appendix 3 - Summary of Findings from Re-inspections | 40 |
| Contact Information | 52 |

VISION AND MISSION STATEMENTS

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 (JCF) 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 its 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.

CHAIRMAN'S REMARKS

The road to civilian oversight is never smooth. The challenges faced by anyone trying to turn the concept of civilian oversight into reality are enormous. Police sometimes resent civilian intrusion and at the same time, the public distrust any participation in the process by the police themselves. Trying to forge consensus between these divergent views always has been and always will be extremely difficult, but can be achieved by mutual respect, cooperation and understanding of each other's viewpoints and role.

We are fortunate to live in a free and democratic society where the principles and values of civilian oversight seem to be well recognized and accepted by our police service. The police are not perfect. Sometimes they make mistakes in upholding the law, and sometimes they undermine and violate that which they are sworn to protect, so oversight is necessary.

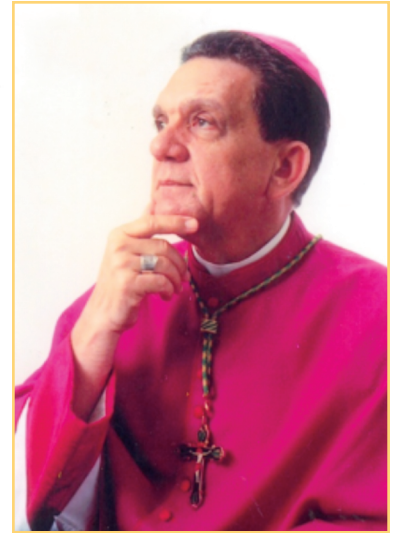
The most pressing problem facing PCOA is police abuse and misconduct. What I call the broken bond of trust. A high level of trust between the communities and the police is a fundamental necessity for a civil society to function, and we are trying to improve this trust through community outreach and the performance management and assessment program.

Our effectiveness is severely limited. The legislation that brought us into existence gives us no control over hiring or dismissal, no power to do anything except to recommend a course of action to the Police Commissioner, Police Service Commission or the Minister. None are obliged to follow the recommendation. PCOA remains aspirational, but cannot hold errant officers to account and can only play a passive role of observing the police.

The perennial problem of overcrowded jail cells looms large as a public health and social challenge. Most lock-ups examined exceeded the gazetted capacity; the physical plant needs improvement or the police must arrest less and bring offenders to court by way of a summons. Jamaican taxpayers are paying a hefty price for custodial sentences as handed down to thousands of offenders who have committed minor offences. Some 46 per cent of all law breakers sentenced were jailed for non-violent or minor offences as opposed to violent crimes and drug trafficking. The budget of the Department of Correctional Services is approximately 3.7 billion dollars. It costs approximately \$850,000 per annum to feed, clothe and care for each inmate. The judiciary will have to consider the use of community service orders.

May our good and gracious Lord in whom we trust, bless and guide our nation in peace and justice through the work of the Jamaica Constabulary Force and its members, and all who are associated with them in serving our country.

I would like to express my gratitude to the staff of the PCOA who has continued to work with dedication and commitment to carry out our mandate of assisting in the transformation of the Jamaica Constabulary Force into a service despite the many challenges.



The Most Rev. Charles Dufour

The Most Rev. Charles H. Dufour, DD.,CD
Chairman
Police (Civilian Oversight) Authority and
Roman Catholic Archbishop of Kingston

CORPORATE GOVERNANCE

Composition of Authority

In accordance with the PCOA Act, 2005, Schedule to 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 of the Authority are: The Most. Rev. Charles Dufour, Dr. the Hon. Marshall Hall, Mrs. Arlene Harrison Henry, Mr. Gladstone Lewars, Mr. Rudolph Hamilton, Pastor Glen Samuels and Professor Anthony Harriott.



From left to right: Gladstone Lewars; Dr. The Hon. Marshall Hall; Chairman: The Most Rev. Charles Dufour; Arlene Harrison Henry; Rudolph Hamilton; and Professor Anthony Harriott. Missing: Pastor Glen Samuels.

Meetings and Attendance

Section 14 (1) of the Schedule to Section 3 of the PCOA Act, 2005 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 under review, the Authority held 10 meetings. For calendar year 2012, meetings were held on April 17, May 29, June 26, July 31, September 25, October 30, and November 27. Meetings were held on January 29, February 26 and March 26 in the 2013 calendar year. (See Attendance table below)

| Members | Meetings Attended | Apologies |
|---------------------------------|-------------------|-----------|
| Bishop Charles Dufour, DD., C.D | 10 | - |
| Dr. The Hon. Marshall Hall, O.J | 9 | 1 |
| Professor Anthony Harriott | 9 | 1 |
| Rudolph Hamilton, O.D | 8 | 2 |
| Arlene Harrison Henry | 8 | 1 |
| Gladstone Lewars | 8 | 2 |
| Pastor Glen Samuels | 5 | 2 |



The Hon. Peter Bunting, Minister of National Security (third from right) poses with PCOA Members after a meeting in April, 2012.



Director of Narcotics Affairs - US Embassy, Mr. Gary Rex (right) shares a light moment with Members of the Authority on November 27, 2012.

CHIEF EXECUTIVE OFFICER'S REPORT

CONTINUING THE MISSION TO TRANSFORM THE JAMAICA CONSTABULARY FORCE IN CHALLENGING TIMES



Dave M. McIntosh

During the past year, the PCOA has continued its inspection and monitoring programme with particular focus on the JCF's Leadership & Management, Accountability, and Culture Change. More specifically, as posited in our 2011/2012 Annual Report, we remain resolute in our beliefs that the relationships between these factors are critically important to drive and predict the effectiveness of JCF Transformation.

In general terms, though we have observed notable developments in the professionalization of the Force throughout its Divisions and Formations, the process of internal accountability remains less than effective. In other words, the JCF's practice of enforcing its own promulgated policies, standards, and procedures is being inconsistently applied. This inconsistent enforcement of its own promulgated standards essentially stymies long term and sustainable culture change to a modern, trusted, and professional policing service. Simply put, sustainable culture change cannot be achieved without consistent enforcement of rules and regulations.

Additionally, the governance arrangements for the JCF are in urgent need of strengthening through the merger of the Police Service Commission (PSC) and the PCOA. This merger and the resulting institutional and legislative strengthening as suggested in the JCF Strategic Review Report 2008 are long overdue. We remain concerned that this long outstanding matter which is of such critical importance is apparently not a part of the legislative agenda for FY 2013/2014.

PERFORMANCE REVIEW OF 2012/2013

During the period under review, the PCOA operational plan focused primarily on inspections and monitoring activities particularly the completion of all Divisions within the Jamaica Constabulary Force. Public outreach continued apace further boosting current partnerships with communities, social organisations as well as members of law enforcement.

INSPECTIONS

Inspections centre on the following selected areas of police service delivery: General Policing (records and station management, prisoners' in custody and local accountability) and Achievement of Targets (The Commissioner of Police Strategic Priorities; Strategic Review Recommendations and Divisional Policing Plans). A report on each inspection is submitted to the Ministry of National Security with copies distributed to the Inspectorate of the Constabulary as well as the Divisional Command, the Independent Commission of Investigations (INDECOM) and the PSC.



Inspections:
Hayes Police Station,
Clarendon



Lionel Town Police
Station, Clarendon

For the period under review, the Inspection and Monitoring Unit completed the four remaining Divisions to cover all JCF geographical Divisions islandwide. Inspections of 29 police stations/posts within the four Police Divisions were conducted. Details of the inspection schedule are outlined in Table 1 and, a summary of findings is outlined in **Appendix 2**.

| DIVISIONS | STATIONS | DATE OF INSPECTION |
|------------------|--|--------------------------------|
| Kingston Western | Admiral Town Trench Town Tivoli Post Darling Street Denham Town | June 28-July 5, 2012 |
| St. Andrew South | Newport West Olympic Gardens Seaview Gardens Duhaney Park Hunts Bay | July 25-August 2, 2012 |
| Kingston Eastern | Bull Bay Harbour View Mountain View Port Royal Rockfort Rollington Town Vineyard Town Elleston Road | September 25 - October 3, 2012 |
| Clarendon | Chapelton Crofts Hill Four Paths Frankfield Hayes Lionel Town Milk River Mocho Rock River May Pen ISCF 'M' Coy | November 19 - 29, 2012 |

Table 1: Details of Inspections conducted by the PCOA Inspection and Monitoring Unit for the period April 1, 2012 to March 31, 2013

EXIT INTERVIEWS

Prior to disseminating findings and recommendations from inspection reports with the public, the Inspection and Monitoring Unit holds an exit interview with the Divisional Command usually at a Tasking Meeting. The exit interview operates as a feedback system whereby, a visual presentation of the inspection report is conducted. A scorecard rating, which is an assigned numerical measurement to rate police service across the Divisions, is also disclosed. Of note during the period under review, representatives of the Inspectorate of the Constabulary, which operates as the JCF internal inspection arm, were in attendance at most of the interviews. This highlighted the growing and productive partnership between the PCOA and JCF entities. Details of these interviews are outlined in Table 2 below.

| DIVISION | DATE |
|--------------------|------------------|
| Trelawny | April 16, 2012 |
| St. Andrew Central | July 19, 2012 |
| Westmoreland | July 23, 2012 |
| Kingston Western | October 22, 2012 |
| St. Andrew South | January 14, 2013 |
| Kingston Eastern | January 21, 2013 |

Table 2: Exit Interviews conducted by the Inspection and Monitoring Unit during the period April 1, 2012 to March 31, 2013

Exit Interviews



St. Andrew South Division



Kingston Eastern Division

MONITORING (Re-inspections)

Re-inspections were incorporated in the schedule to monitor the implementation of recommendations outlined in inspection reports. To this end, 7 JCF Divisions were re-inspected. The addition of three inspection and monitoring personnel facilitated an improvement in this area of operation. Re-inspections cover the area of General Policing which includes Records and Station Management, Accountability and Prisoners' in Custody. Table 3 below reflects the details of the re-inspections.



Above and at right:
Monitoring (Re-inspections):
Kingston Western Division

| DIVISIONS | STATIONS | DATE OF INSPECTION |
|---------------------------|--|----------------------|
| St. Thomas | Golden Grove Bath Seaforth Trinityville Port Morant | May 15-17, 2012 |
| St. Catherine South | Old Harbour Bay Bridgeport Greater Portmore Old Harbour Caymanas Gardens | June 13-15, 2012 |
| Hanover | Lucea (Divisional HQ) Lucea Post Sandy Bay Green Island Ramble | August 7-10, 2012 |
| St. Mary | Castleton Oracabessa Retreat Highgate Islington Annotto Bay | October 22-26, 2012 |
| Trelawny | Wait-a-Bit Stewart Town Clarks Town Rio Bueno Duncans | October 22-26, 2012 |
| St. Andrew Central | Cross Roads Half Way Tree Papine New Kingston Post | January 22-28, 2013 |
| Kingston Western Division | Denham Town Trench Town Darling Street | February 20-26, 2013 |

Table 3: Details of Re-inspections conducted by the PCOA Inspection and Monitoring Unit for the period April 1, 2012 to March 31, 2013. Prior to reports being generated for all re-inspections and disseminated to the relevant stakeholders, a feedback session is conducted after the inspection. A summary of findings from re-inspections is included in **Appendix 3**.

PUBLIC OUTREACH (SOCIAL INCLUSION)

The communications strategy continues to be organized in tandem with the Inspection programme through presentations conducted in collaboration with the Social Development Commission, Service Clubs and various stakeholders. These presentations serve a dual purpose: that of reporting findings and recommendations from inspections in addition to, facilitating more interactive partnerships between the citizenry and their local police, who are in attendance to respond to queries and complaints. Literature on the PCOA as well as resource materials are distributed at these presentations.

| PARISHES | LOCATIONS | DATE |
|--------------|--|--------------------|
| St. Mary | Jacks River Community Club | April 4, 2012 |
| Trelawny | Lay Magsitrates Association of Trelawny – Clarks Town Zone | May 14, 2012 |
| Trelawny | Rotary Club of Falmouth | May 15, 2012 |
| St. Mary | Lay Magistrates Association of St. Mary | May 26, 2012 |
| Trelawny | Stettins Farmers Group | May 26, 2012 |
| Kingston | Lions Club of New Kingston | August 27, 2012 |
| Kingston | Cross Roads Development Area Stakeholders Consultation | September 19, 2012 |
| Westmoreland | Darliston and Bethel Town Development Area Meeting of Community Based Organisations (CBOs) | September 26, 2012 |
| Westmoreland | Whitehouse and Bluefields Development Area Meeting of CBOs | September 26, 2012 |
| Westmoreland | Savanna-la-mar and Peterfield Development Area Meeting of CBOs | September 27, 2012 |
| Westmoreland | Grange Hill and Frome Development Area Meeting of CBOs | September 27, 2012 |
| Westmoreland | Negril and Little London Development Area Meeting of CBOs | October 25, 2012 |

Table 4: Presentations conducted during the period April 1, 2012 to March 31, 2013

As a continuation from the previous financial year, social inclusion activities also involved targeted presentations at the behest of entities/departments of the JCF. Of note, presentations were made to the Planning and Legal Services Branch and also the Jamaica Constabulary Staff College, whereby some 24 participants (from the ranks of Inspector to Deputy Superintendent of Police) in the Certification in Police Administration Programme were introduced to the concept of police civilian oversight.

As part of **Jamaica 50** celebrations, the PCOA participated in the Ministry of National Security Exposition on May 23, 2012 on the Kingston Waterfront, by operating a booth which promoted the work of the Authority.

COLLABORATIONS WITH INTERNATIONAL ORGANIZATIONS

The PCOA collaborates regularly with international organizations concerned with police oversight, governance, and democracy from a global perspective. During the year under review a team from the United Nations Convention Against Corruption (UNCAC) visited the members of the Authority in June 2012 for an international peer review. Similarly a European Union (EU) team visited with the Authority in November 2012 as part of a country profile assessment on Jamaica's Governance and Accountability Framework. This visit was fruitful, collaborative, and

well received. The Authority also provided an update on its activities to the Narcotics Affairs Section (NAS) of the United States Embassy in Kingston, which earlier provided support to the PCOA through a developmental grant in 2007.

Collaborations with International Organisations



Reviewers of the Implementation of United Nations Convention Against Corruption pay visit to Members of the Authority on June 26, 2012.



European Union Representatives pay visit to PCOA on November 24, 2012.

HUMAN RESOURCES

Re-commencement of the process of building human capacity continued in earnest following the recruitment of a Director of Human Resources and Office Services in February, 2012. The inspection and monitoring personnel establishment received a boost in capacity, with the engagement of three Inspection and Monitoring Officers in July 2012, which impacted positively on operations of the Authority. Their engagement marked the first time since the formation of the Authority that the Inspection and Monitoring was staffed. Prior to the arrival of the officers, the Unit consisted of managerial staff (a Senior Director of Inspections and Monitoring and a Manager, Inspections and Monitoring).

Training

Benchmarking training, which essentially involved making representation at the Annual National Association for Civilian Oversight of Law Enforcement (NACOLE), was halted due to budgetary constraints. However, the Authority for the first time focused on the improving internal competencies pertaining to police civilian oversight. To this end, a Study Day for



PCOA Members Training Day, April 14, 2012.

Members of the Authority was held under the theme, **“Fundamentals of Civilian Oversight: Implementing the Jamaican Model and Areas of Opportunity”** on April 14, 2012. Then Assistant Commissioner of Police, Justin Felice, of the JCF Anti-Corruption Branch, who previously had experience in matters of police civilian oversight in his capacity as

Director of Investigations in the office of the Police Ombudsman for Northern Ireland, was among the invited presenters at the Study Day.

Selected staff participated in the Public Speaking and Presentation Skills Course offered by Management Institute for National Development (MIND). Additionally, staff received training in the Ministry of National Security HIV/AIDS Sector Workplace Policy.



Staff receives training in the Ministry of National Security HIV/AIDS Sector Workplace Policy, January 25, 2013.



Staff Retreat in St. Ann, March 13-15, 2013.

Staff Retreat

Boosting teamwork is an imperative at the Authority and to this end, a staff retreat was organized between March 13-15 in St. Ann. The retreat offered an invaluable opportunity to plan/strategize for the financial year 2013/14, while facilitating a re-examination of the Authority's goals and objectives in constructive ways.

Public Outreach



Lay Magistrates of St. Mary, in Port Maria, St. Mary.



Representatives from Community Based Organizations from Darliston & Bethel Town, Westmoreland.



JCF Planning and Legal Services Branch, Kingston.



Booth at Ministry of National Security 50th Exposition on the Kingston Waterfront on May 23, 2012.

Health and Wellness

As part of health and wellness promotion, members of staff participated in the National Health Fund (NHF) "Work it Out" Challenge 2012, which is a body mass index (BMI) weight loss team competition. Although, the staff was not among the winners of the competition, the goal of pursuing a healthy lifestyle was achieved.



PCOA Chairman and the late Richard Black, former PCOA CEO at a Forum in St. James in 2008.

Farewell

During the year under review, the Authority lost its former Chief Executive Officer, Richard Owen Black, who transitioned on August 25, 2012. Mr. Black, who was appointed as the Authority's first CEO in April 2007, contributed considerably to the development of the Authority.

FINANCIALS



AUDITOR GENERAL'S DEPARTMENT
P.O. BOX 455
KINGSTON 10
JAMAICA

Email: audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

**To the Chairman
Police Civilian Oversight Authority**

Report on the Financial Statements

I have audited the accompanying Financial Statements of the Police Civilian Oversight Authority, set out on pages 14 to 26, which comprise the Statement of Financial Position as at March 31, 2013, Statement of Financial Performance, 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 International Public Sector Accounting Standards. 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 control 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 as at March 31, 2013, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Police Civilian Oversight Authority 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

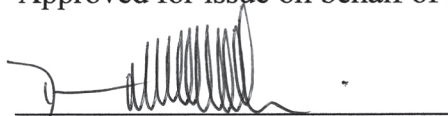
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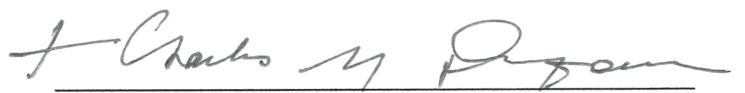
Date

Police Civilian Oversight Authority
Statement of Financial Position
as at March 31, 2013

| | Note | <u>2013</u> \$ | <u>2012</u> \$ |
|-------------------------------------|------|--------------------|--------------------|
| Non-current assets | | | |
| Property, plant and equipment | 4 | <u>987,692</u> | <u>1,535,182</u> |
| Current assets | | | |
| Receivables | 5 | 925,810 | 925,810 |
| Cash and cash equivalents | 6 | <u>119,327</u> | <u>113,327</u> |
| | | <u>1,045,137</u> | <u>1,039,137</u> |
| Current liabilities | | | |
| Accounts payable | 7 | 812,354 | 1,058,423 |
| Employee benefits | 8 | <u>7,561,927</u> | <u>590,459</u> |
| | | <u>8,374,281</u> | <u>1,648,882</u> |
| Net current assets | | (7,329,144) | (609,745) |
| Net assets | | <u>(6,341,452)</u> | <u>925,437</u> |
| Non-current liabilities | | | |
| Employee benefits | 8 | <u>2,418,462</u> | <u>5,779,611</u> |
| Equity | | | |
| Capital - GOJ investment | 9 | 2,656,086 | 2,656,086 |
| Accumulated deficit | | (11,416,000) | (7,781,962) |
| Donated assets reserve | 10 | - | 271,702 |
| | | <u>(8,759,914)</u> | <u>(4,854,174)</u> |
| Total equity and liabilities | | <u>(6,341,452)</u> | <u>925,437</u> |

Approved for issue on behalf of the Authority on November 29, 2013 and signed on its behalf by:


 Dave McIntosh
 Chief Executive Officer


 The Most Reverend Charles H. Dufour, D.D., C.D.
 Chairman of the Authority

The accompanying notes on pages 5-13 form an integral part of these financial statements.

Police Civilian Oversight Authority
Statement of Financial Performance
for the year ended March 31, 2013

| | Note | <u>2013</u> \$ | <u>2012</u> \$ |
|--|------|--------------------|-------------------|
| Revenue | | | |
| Subvention | | 37,989,115 | 37,571,000 |
| Total operating revenue | | <u>37,989,115</u> | <u>37,571,000</u> |
| Operating expenses | | | |
| Compensation of employees | 11 | 26,063,613 | 22,010,512 |
| Travelling and transportation | | 5,695,640 | 4,370,064 |
| Premises related expenses | | 3,525,645 | 3,300,169 |
| Public utilities | | 1,530,879 | 1,165,038 |
| Administrative expenses | 12 | 3,975,882 | 4,351,945 |
| Board fees | | 263,000 | 386,800 |
| Depreciation | | 851,490 | 1,141,373 |
| Grant expenditure | 13 | - | 5,277 |
| Total operating expenses | | <u>41,906,149</u> | <u>36,731,178</u> |
| Surplus/(deficit) from operating activities | | (3,917,034) | 839,822 |
| Transfer from donated assets reserve | | 271,702 | 363,871 |
| Exchange rate gain/(loss) | | 11,260 | 1,107 |
| Interest income | | 34 | 148 |
| Net surplus/(deficit) for the year | | <u>(3,634,038)</u> | <u>1,204,948</u> |

The accompanying notes on pages 5-13 form an integral part of these financial statements.

Police Civilian Oversight Authority
Statement of Changes in Equity
for the year ended March 31, 2013

| | Capital GOJ Investment | Donated Assets Reserve | Accumulated Deficit | Total |
|--|-----------------------------------|-----------------------------------|--------------------------------|--------------|
| | \$ | \$ | \$ | \$ |
| Balance as at March 31, 2011 | 2,656,086 | 635,573 | (8,986,910) | (5,695,251) |
| Amortisation of donated assets reserve | | (363,871) | | (363,871) |
| Surplus for the year | | | 1,204,948 | 1,204,948 |
| Balance as at March 31, 2012 | 2,656,086 | 271,702 | (7,781,962) | (4,854,174) |
| Amortisation of donated assets reserve | | (271,702) | | (271,702) |
| Surplus for the year | | | (3,634,038) | (3,634,038) |
| Balance as at March 31, 2013 | 2,656,086 | - | (11,416,000) | (8,759,914) |

The accompanying notes on pages 5-13 form an integral part of these financial statements.

Police Civilian Oversight Authority

Statement of Cash Flows

for the year ended March 31, 2013

| | Note | <u>2012</u> \$ | <u>2011</u> \$ |
|---|------|-----------------------|-----------------------|
| Cash flows from operating activities | | | |
| Surplus/(deficit) for the year | | (3,634,038) | 1,204,948 |
| Adjustments: | | | |
| Depreciation | | 851,490 | 1,141,373 |
| Increase/(Decrease) in accounts receivable | | - | (3,200) |
| Increase/(Decrease) in accounts payable | | (246,069) | 699,723 |
| Increase/(Decrease) in employee benefits | | 3,610,319 | (2,669,046) |
| Transfer from donated assets reserve | | (271,702) | (363,871) |
| Net cash from/(used in) operating activities | | <u>310,000</u> | <u>9,927</u> |
| Cash flows from investing activities | | | |
| Capital expenditure | | <u>(304,000)</u> | <u>(13,950)</u> |
| Net cash used in investing activities | | <u>(304,000)</u> | <u>(13,950)</u> |
| Cash flows from financing activities | | | |
| Net cash flows from financing activities | | <u>-</u> | <u>-</u> |
| Increase in cash and cash equivalents | | | |
| Cash and cash equivalents at beginning of year | | <u>113,327</u> | <u>117,350</u> |
| Cash and cash equivalents at end of year | | <u><u>119,327</u></u> | <u><u>113,327</u></u> |

The accompanying notes on pages 5-13 form an integral part of these financial statements.

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

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

a. Statement of compliance

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS). IPSAS's are developed by the International Public Sector Accounting Standards Board (IPSASB). The IPSAS Board is an independent board of the International Federation of Accountants (IFAC). IPSASs are based on International Financial Reporting Standards (IFRS).

IPSAS deals with public sector reporting issues not dealt with within IFRSs. The preparation of the financial statements to conform to IPSAS 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.

b. Basis of preparation

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

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

2. Statement of compliance, basis of preparation and significant accounting policies (Cont'd)

c. Significant accounting policies

i. 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.

ii. 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 service rendered.

iii. 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 | 20 |
| Furniture fixtures and 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.

iv. 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, 2013

2. Statement of compliance, basis of preparation and significant accounting policies (Cont'd)

c. Significant accounting policies (Cont'd)

vi. 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 recognized in the statement of financial performance account.

vii. Employee 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 recognized when the employee becomes entitled to the leave.

viii. Provisions

Provisions are recognized 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.

viii. Impairment and reversals of impairment

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

ix. 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, 2012 were receivables and payables.

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

2. Statement of compliance, basis of preparation and significant accounting policies (Cont'd)

x. Revenue recognition

Revenue is recognized 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 recognized when payments are made on behalf of the Authority by its parent 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 recognized in the income statement for all interest bearing instruments on an accrual basis unless collectability is doubtful.

xi. Taxation

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

3. Financial risk management

The Authority's activities expose it to a variety of financial risk: 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. Market Risk

The Authority takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rates. Market risk exposures are measured using sensitivity analysis. There has been no change to the authority's exposure to market risks or the manner in which it manages and measures the risk.

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

4. Financial risk management (cont'd)

a. Market Risk (cont'd)

i. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Authority manages this risk by maintaining a minimal balance on its foreign currency bank account.

ii. 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 rate. The Authority is not exposed to interest rate risk.

| | <u>2013</u> | <u>2012</u> |
|---------------------------|----------------|----------------|
| | \$ | \$ |
| Cash and cash equivalents | <u>119,327</u> | <u>113,327</u> |

b. Liquidity Risk

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

| Financial liabilities | Carrying Amount | Contract Amount | Within 1-12 months | Within 1- 3 Years |
|-----------------------|--------------------------|--------------------------|-------------------------|-------------------------|
| | \$ | \$ | \$ | \$ |
| Accounts payable | 812,354 | 812,354 | 812,354 | - |
| Employee benefits | 9,980,389 | 9,980,389 | 7,561,927 | 2,418,462 |
| March 31, 2013 | <u>10,792,743</u> | <u>10,792,743</u> | <u>8,561,128</u> | <u>2,231,681</u> |
| Financial liabilities | Carrying Amount | Contract Amount | Within 1-12 months | Within 1 - 3 Years |
| | \$ | \$ | \$ | \$ |
| Accounts payable | 1,058,423 | 1,058,423 | 1,058,423 | - |
| Employee benefits | 6,370,070 | 6,370,070 | 590,459 | 5,779,611 |
| March 31, 2012 | <u>7,438,493</u> | <u>7,438,493</u> | <u>1,648,882</u> | <u>5,779,611</u> |

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

3. Financial risk management (Cont'd)

c. 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 exposure to credit risk. This is managed by GOJ through the Ministry of National Security. The authority has the following financial assets:

| | <u>2013</u> | <u>2012</u> |
|---------------------------|------------------|------------------|
| | \$ | \$ |
| Cash and cash equivalents | 119,327 | 113,327 |
| Receivables | 925,810 | 925,810 |
| | <u>1,045,137</u> | <u>1,039,137</u> |

4. Property, plant and equipment

| | Computer Hardware | Office Equipment | Office Furniture | Total |
|----------------------------------|----------------------|---------------------|---------------------|------------------|
| | \$ | \$ | \$ | \$ |
| At Cost or Valuation: | | | | |
| April 1 2012 | 2,470,491 | 824,363 | 1,783,601 | 5,078,455 |
| Additions | 304,000 | - | - | 304,000 |
| Disposals | - | - | - | - |
| March 31, 2013 | 2,774,491 | 824,363 | 1,783,601 | 5,382,455 |
| Depreciation: | | | | - |
| April 1 2012 | 2,323,806 | 502,108 | 717,359 | 3,543,273 |
| Charge for the year | 362,920 | 307,810 | 180,760 | 851,490 |
| Disposals | - | - | - | - |
| March 31, 2013 | 2,686,726 | 809,918 | 898,119 | 4,394,763 |
| Net Book Value: | | | | - |
| March 31, 2013 | 87,765 | 14,445 | 885,482 | 987,692 |
| March 31, 2012 | 146,685 | 322,255 | 1,066,242 | 1,535,182 |

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

5. Trade and other receivables

This represents overpayments of Board fees for financial year ended March 31, 2011.

6. Cash and cash equivalents

| | <u>2013</u> | <u>2012</u> |
|--------------|----------------|----------------|
| | \$ | \$ |
| Cash at bank | <u>119,327</u> | <u>113,327</u> |

7. Accounts payable

| | <u>2013</u> | <u>2012</u> |
|------------------|----------------|------------------|
| | \$ | \$ |
| Accrued expenses | <u>812,354</u> | <u>1,058,423</u> |

8. Employee benefits

A provision is made for the estimated liability for unused annual vacation leave not taken and gratuity due as a result of services rendered by employees up to the balance sheet date.

| | <u>2013</u> | <u>2012</u> |
|------------------------------|-------------------------|-------------------------|
| | \$ | \$ |
| Current : | | |
| Provision for salary arrears | 747,123 | - |
| Provision for gratuity | 6,390,123 | - |
| Provision for vacation leave | <u>424,681</u> | <u>590,459</u> |
| | <u>7,561,927</u> | <u>590,459</u> |
| Non-current: | | |
| Provision for gratuity | 2,231,681 | 4,223,105 |
| Provision for salary arrears | <u>186,781</u> | <u>1,556,506</u> |
| | <u>2,418,462</u> | <u>5,779,611</u> |
| | <u>9,980,389</u> | <u>6,370,070</u> |

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

9. Capital - Government of Jamaica 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.

10. 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.

11. Compensation of employees

| | <u>2013</u> | <u>2012</u> |
|-------------------|-------------------|-------------------|
| | \$ | \$ |
| Salaries | 21,830,692 | 19,625,805 |
| Employee benefits | 4,232,921 | 2,328,707 |
| | <u>26,063,613</u> | <u>22,010,512</u> |

12. Administrative expenses

| | <u>2013</u> | <u>2012</u> |
|--------------------------|------------------|------------------|
| | \$ | \$ |
| Security services | 2,154,450 | 2,051,695 |
| Office expenses | 579,022 | 1,277,172 |
| Advertising | - | 61,984 |
| Audit fee | 11,500 | - |
| Bank charges | 5,293 | - |
| Meals | 66,600 | 88,100 |
| Hotel accommodation | 572,674 | 512,860 |
| Staff training | 4,000 | 115,150 |
| Public relation services | 31,000 | 47,500 |
| Office supplies | 551,343 | 197,484 |
| | <u>3,975,882</u> | <u>4,351,945</u> |

Police Civilian Oversight Authority

Notes to the Financial Statements

For the year ended March 31, 2013

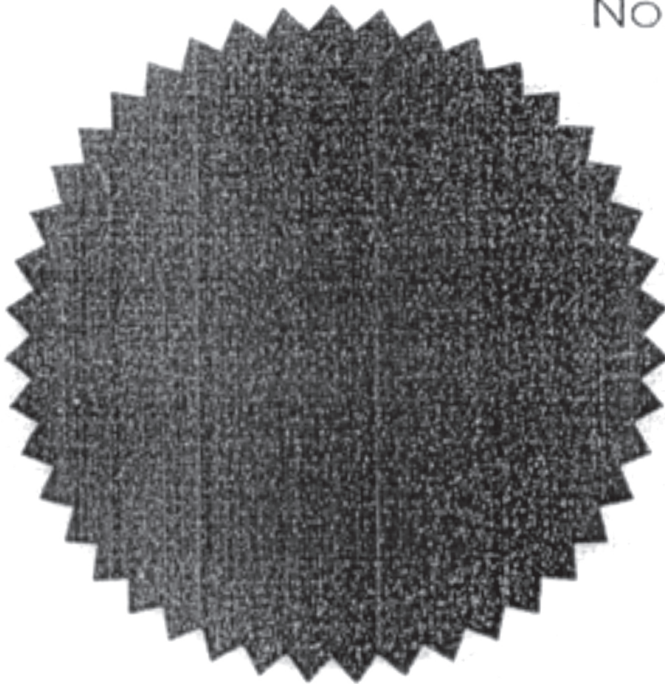
13. Grant expenditure

| | <u>2013</u> | <u>2012</u> |
|----------------------|-------------|--------------|
| | \$ | \$ |
| Public relations | - | - |
| Administrative costs | - | 5,277 |
| | <u>-</u> | <u>5,277</u> |

APPENDICES

APPENDIX 1 - PCOA ACT OF 2005

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:—

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*. Short title and commencement.

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

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

*The Police (Civilian Oversight) Authority
Act, 2005*

“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.

*The Police (Civilian Oversight) Authority
Act, 2005*

(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.

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.

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

(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.

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

Reference of matters by Authority.

- (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.

*The Police (Civilian Oversight) Authority
Act, 2005*

(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.

*The Police (Civilian Oversight) Authority
Act, 2005*

(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.

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

Repeal of
Part VI of
Constabulary
Force Act.

*The Police (Civilian Oversight) Authority
Act, 2005*

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.

*The Police (Civilian Oversight) Authority
Act, 2005*

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.

Revocation
of
appointment.

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.

Filling of
vacancies.

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

Gazetting of
member-
ship.

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.

Funds of
Authority.

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.

Accounts
and audit.

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.

Estimates.

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:

Appoint-
ment of
staff.

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.

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.

Seal and
execution of
documents.

(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.

*The Police (Civilian Oversight) Authority
Act, 2005*

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.

*The Police (Civilian Oversight) Authority
Act, 2005*

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.

APPENDIX 2 - SUMMARY OF FINDINGS FROM INSPECTIONS

The PCOA Inspection and Monitoring Unit conducted inspections of four geographical Jamaica Constabulary Force (JCF) Divisions, thereby completing inspections of all geographical Divisions. The Divisions were: Clarendon, Kingston Western, St. Andrew South and Kingston Eastern. The focus of inspections remained on selected areas of police service delivery - Records Management with emphasis on entries in Station Diaries, Firearms and Ammunition Registers, General Property Books, Exhibit Register (only in Clarendon) and Sudden Death Registers; Station Management which includes human and other resource management such as electricity and water in addition to inspections by the Divisional High Command; Prisoners in Custody which encompasses an examination of Prisoners in Custody (PIC) Register, Prisoners' Cards and Remand Book as well as the capacity and condition of cells; and, the implementation of the JCF Strategic Priorities for 2012.

FINDINGS

Records Management

The issue of the JCF's level of compliance with its own policies on Records Management appears to be a systemic problem as during the period under review the level of compliance was below expectation. In Station diaries throughout the Division, there were repeated instances where standard policing activities such as certification of diaries, lectures and physical checks of cells with prisoners in custody, briefings and debriefings failed to meet the requirements outlined in JCF Manual Force Standing Orders. Table 1 below, which cites the Clarendon Division, provides an example of this observation.

| Stations | Period of Inspection | Briefings | Use of Force is mentioned | Debriefings | Certifications | Lectures | Widely Publicized Meetings | Physical Checks of Cells |
|--------------|----------------------------|-----------|---------------------------|-------------|----------------|----------|----------------------------|--------------------------|
| Chapelton | September 30 to October 30 | 56 | 37 | 37 | 25 | 6 | 0 | 33 |
| Frankfield | September 30 to October 30 | 58 | 49 | 47 | 28 | 3 | 4 | - |
| Lionel Town | September 30 to October 30 | 66 | 52 | 55 | 36 | 7 | 0 | 36 |
| Hayes | September 30 to October 30 | 62 | 60 | 58 | 23 | 3 | 7 | - |
| Four Paths | September 30 to October 30 | 64 | 62 | 32 | 22 | 4 | 0 | 68 |
| Mocho | September 30 to October 30 | 54 | 49 | 34 | 23 | 1 | 0 | - |
| Milk River | September 30 to October 30 | 69 | 65 | 53 | 28 | 4 | 0 | - |
| Crofts Hill | September 30 to October 30 | 64 | 59 | 45 | 24 | 2 | 5 | - |
| Rock River | September 30 to October 30 | 102 | 99 | 96 | 33 | 5 | 4 | - |
| May Pen | September 30 to October 30 | 182 | 180 | 186 | 37 | 4 | 4 | 1 |
| ISCF 'M' Coy | September 30 to October 30 | 66 | 58 | 60 | 8 | 0 | n/a | n/a |

Table 1: Summary of Station Diary Entries, JCF Clarendon Division 2012

KEY: Below JCF Requirements Met or Exceeded JCF Requirements

With the exception of Kingston Eastern Division, Firearms and Ammunition registers were not properly maintained in the Divisions inspected. Missing information including missing signatures plagued the registers throughout the Divisions. As a result, these registers could not always be cross-referenced with Station diaries. These inconsistencies indicated that both weapons and ammunition were not issued, received and returned in accordance with JCF policy.

Other registers examined (General Property Book, Sudden Death and Exhibit Registers) were found to be fairly well maintained and in most instances information could be cross-referenced in the Station diaries.

Station Management

While there was evidence of conservation in regards to the use of consumables (water and electricity) throughout the Divisions inspected, the prevalence of extended work schedules that police personnel were scheduled for and completed, was of profound concern. There were several instances where personnel were scheduled for duties in excess of 60 hours per week. These occurrences implied that all the Divisions inspected during the review period were short of adequate personnel.

Photo 1: Duty Roster at Four Paths Station in Clarendon presented on 21/11/2012.

Of equal concern was the infrequency of station inspections by the Divisional High Command, which was overall not in compliance with JCF policy, as in some instances, there was a lack of evidence of stated activity during the period under review.

Accountability

Evident throughout the Divisional inspections were practices of accountability with respect to certain areas of supervision such as punctuality, indiscipline and, failure to hand over firearm and ammunition. However, noticeably absent were practices of accountability relating to the management and maintenance of station records in accordance with provisions of JCF Standing Orders. Inadequacies were also reflected in the application of sanctions when applied to breaches. This was exemplified in the absence of sanctions in the Divisional Defaulters Register.

Prisoners in Custody

For the most part, records relating to prisoners in custody were properly maintained. However, the inspections revealed that remands were not being done on a regular basis. In a number of instances, persons were detained in excess of 24 hours and not remanded, which is in breach of JCF policy. Overcrowding in lock-ups continued to be a pervasive problem throughout Divisional inspections, threatening not only the safety of persons in custody but also police officers alike. Several weaknesses were also identified in the physical condition of lock-ups such as lighting, ablution facilities and ventilation.



Photo 2: Makeshift urinal constructed out of a plastic bottle and bucket at Hunts Bay Station.

Jamaica Constabulary Force Commissioner's Strategic Priorities (2012)

All Divisional policing plans were congruent with the stated priorities of the JCF Commissioner as, the Divisions demonstrated tangible initiatives aimed at achieving them. The priorities selected for examination were: *The Reduction in Crime, especially Murders; Restoration of Public Safety and Confidence and Boosting Morale and Confidence of JCF Members and its Auxiliaries.*

Observations

Overall there was some commonality of issues identified for attention during the inspections. Safety and security breaches surfaced repeatedly as it was observed that several Stations required either proper perimeter fencing or higher (extended) compound walls. Out of the three Divisions that had this problem, the situation in Kingston Eastern was most dire. The problem of exposed electrical wiring and termite infestation was also evident throughout the Divisions and highlighted in the respective reports for corrective action.

The following issues were also singled out for special attention:

Clarendon

- The location, safety and limited communication at the Rock River Station was of paramount concern and this was impressed upon for remedial action. The issue cited was the use of a storefront to house this Station and the lack of access from inside the Station to the bathrooms and barracks. This has resulted in police personnel having to exit the building to gain access to these facilities. This is considered highly dangerous considering that the Station is located near a highly forested area in the town. Additionally, it was observed that the communication system was faulty as the base radio tuned in and out when receiving signals. Coupled with this, the cell phone was non-functioning when used inside the building, thus had to be hung outside for it to receive signals for calls. There was also the problem of waste water running by the side area of the Station from the rear of an adjoining property.



No stairs access from inside Station to barracks and bathrooms as seen on 27/11/12.

- At eight of the Stations across the Division, there were numerous decrepit vehicles cluttering compounds, some up to four years. It was recommended that an audit should be conducted of all these vehicles throughout the Division and that the process of disposal of them as outlined in Sections 45-46 of the Jamaica Constabulary Act be applied. There was also a similar problem regarding motorcycles and bicycles.

Kingston Eastern

- Aside from the urgent need to address the proper perimeter fencing of Station compounds in order to minimize security vulnerabilities, the physical structures of the Port Royal and Rockfort Stations required attention. There were huge cracks seen in the structures of these buildings. The PCOA Team examined several written requests to have these defects addressed dating as far back as January 2010, and the situation has yet to be rectified. This situation poses serious safety risks for prisoners, officers as well as persons who visit the respective Stations on a daily basis.



Cracks in wall and roof at Port Royal Police Station.



Crack in wall at Rockfort Police Station.

St. Andrew South

- Requiring remedy was the disposal of unsecured imitation weapons which at the time of inspection were being stored on the roof of a building at the Hunts Bay Police Station. If these weapons are not for exhibits in matters before the courts, they should be removed and destroyed.

APPENDIX 3 - SUMMARY OF FINDINGS FROM RE-INSPECTIONS

ST. THOMAS DIVISION

Date of Inspection: February 2-17, 2011

Date of Re-inspection: May 15-17, 2012

| Stations | Station Diary | | Firearm & Ammunition Registers | | General Property Book | | PIC Registers | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|--------------|---------------|------|--------------------------------|------|-----------------------|------|---------------|------|-----------|------|------------------------|------|---|
| | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | |
| Trinityville | FMA | FMA | FMA | FMA | MA | FMA | NA | NA | NA | NA | NA | NA | 1. Records management remained dismal at this Station despite recommendations outlined to remedy situation. |
| Seaforth | FMA | FMA | MA | FMA | FMA | MA | FMA | MA | FMA | FMA | FMA | FMA | 1. Lights in the cells were malfunctioning 2. There is need for improvement in the management of records. |
| Golden Grove | FMA | FMA | FMA | FMA | MA | FMA | FMA | MA | FMA | MA | MA | NA | 1. At the time re-inspection there were no prisoners being held at this station because of a security breach. A bar of the outer grill of the cell had been cut by prisoners in an attempt to escape. 2. It was also observed that the grills on the outer cells appeared to be rotting and therefore required the necessary repairs to be done. |
| Bath | FMA | FMA | FMA | FMA | MA | FMA | FMA | MA | FMA | FMA | MA | MA | 1. The management of records requires urgent attention. |
| Port Morant | FMA | FMA | FMA | FMA | FMA | MA | FMA | MA | FMA | FMA | MA | MA | 1. There was improvement in some areas of records management however, more attention is required to raise the level of performance in this area. |
| Yallahs | FMA | FMA | MA | MA | MA | FMA | FMA | MA | FMA | MA | MA | MA | 1. Records were in fair order and there was evidence of improvement. |

KEY

■ FMA – Failed to Maintain Adherence to JCF Policy

■ MA- Maintained Adherence to JCF Policy

NA – Not Applicable

PIC – Prisoners in Custody

Key Observations

1. In February 2011 the Inspection Team found a number of concerns, regarding cell structures and security in the Division. For example at the Yallahs Police Station the holding area was visible to the public. During the re-inspection of this facility the PCOA Inspection Team found that a door had been installed preventing the public from seeing the holding area. The PCOA Inspection Team also found that a previously defective lock at the Seaforth Police Station was repaired.
2. Although the Divisional Command conducted a number of visits at each station inspected, it was found that the Command was not conducting station inspections in accordance with the **JCF Standing Orders, Vol. 1, Chapter 32** as not all stations were inspected twice each year as mandated. In one case at the Port Morant station there was an almost four year gap between inspections. The last inspection was conducted on February 8, 2012 while the previous inspection was conducted on March 4, 2008.
3. The PCOA Inspection Team observed that at three of the stations inspected (Trinityville, Golden Grove, and Port Morant) police personnel had taken an interest in helping troubled male students with school work.



Photo 1: Special Constable Bernard Brown helping a student with homework.

ST. CATHERINE SOUTH DIVISION

Date of Inspection: June 14– July 1, 2011

Date of Re-inspection: June 13-15, 2012

| Stations | Station Diary | | Firearm Register | | Ammunition Register | | PIC Register | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|------------------|---------------|------|------------------|------|---------------------|------|--------------|------|-----------|------|------------------------|------|---|
| | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | |
| Old Harbour Bay | FMA | FMA | MA | FMA | FMA | FMA | NA | NA | NA | NA | NA | NA | 1. Recommendations for improvement were largely ignored. |
| Old Harbour | FMA | FMA | FMA | FMA | MA | FMA | MA | MA | FMA | MA | FMA | FMA | 1. An entry reflecting accountability was seen in regards to poor supervision by a Sub-Officer, who was not keeping proper records at the Station. However, there is need for more of such actions to further improve records management. 2. Ventilation system at the lock-up remained in the same poor condition as no improvement was made since highlighted in 2011. |
| Bridgeport | FMA | MA | MA | MA | MA | MA | MA | MA | FMA | MA | FMA | MA | 1. Was the only station that showed improvement in all areas when re-inspected. Records were in excellent order. 2. Toilet facility in the lock-up, which was highlighted for repair in the 2011 inspection, remained in the same poor condition. |
| Caymanas Gardens | FMA | FMA | FMA | FMA | FMA | FMA | NA | NA | NA | NA | NA | NA | 1. Recommendations for improvement were largely ignored. |
| Greater Portmore | FMA | FMA | FMA | MA | FMA | MA | NA | NA | NA | NA | NA | NA | 1. Improvement in record keeping was evident during re-inspection. |

KEY

■ FMA – Failed to Maintain Adherence to JCF Policy

■ MA- Maintained Adherence to JCF Policy

NA – Not Applicable

PIC – Prisoners in Custody

Key Observations

1. The PCOA Inspection Team observed that the recommendation made to improve the security of the glass doors leading to the exhibit and stores section was done.



Photo 1: Glass doors leading to exhibit and stores area of the Greater Portmore Station as seen on 30/6/ 2011.

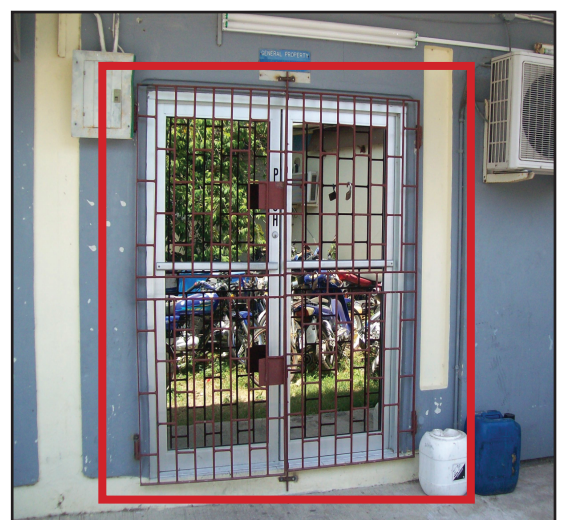


Photo 2: Glass doors leading to exhibit and stores area of Greater Portmore Station now enclosed by grill as seen on 15/6/ 2012.

ST. CATHERINE SOUTH DIVISION

2. The PCOA Inspection Team observed during the inspection on June 28, 2011, what appeared to be a human skull and bones on the compound at the Bridgeport Police Station. During the re-inspection of June 14, 2012 it was discovered that the skull and bones were not removed and processed as recommended.



Photo 3: Human remains seen on the compound of Bridgeport Station on 28/6/2011.



Photo 4: The same human remains seen on the compound of the Bridgeport Station on 14/6/2012.

3. The PCOA Inspection Team observed a small building that was once used as the Old Harbour Bay Station kitchen had been converted to a Marine Post to house 16 personnel, who were deployed there since April 2012. The building is not equipped with adequate space for barracks or inside toilet facilities. The Sub-Officers use the exhibits room for office space, which is packed with exhibits for court cases. (Photos 5 -8)



Photo 5: A view of the former kitchen now being used as a Marine Post at the Old Harbour Bay Station.



Photo 6: An interior view of the Post showing the cramped quarters for personnel.



Photo 7: View of outside toilet facilities used by personnel.



Photo 8: Space used by Sub-officers cluttered with exhibits for court cases.

HANOVER DIVISION

Date of Inspection: August 15-25, 2011

Date of Re-inspection: August 7-10, 2012

| Stations | Station Diary | | Firearm & Ammunition Registers* | | General Property Book | | Sudden Death Register | | PIC Registers | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|--------------|---------------|------|---------------------------------|------|-----------------------|------|-----------------------|------|---------------|------|-----------|------|------------------------|------|---|
| | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | |
| Green Island | FMA | FMA | MA | FMA | MA | NE | MA | MA | NA | NA | NA | NA | NA | NA | 1. At the time of re-inspection cells at the lock-up were in need of minor repairs for them to be commissioned into operation. 2. Records management still needs attention. |
| Sandy Bay | FMA | FMA | MA | MA | MA | FMA | FMA | MA | NA | NA | NA | NA | NA | NA | 1. At the time of re-inspection cells at the lock-up were in need of minor repairs for them to be commissioned into operation. 2. More improvement required in records management. |
| Ramble | FMA | FMA | MA | MA | FMA | MA | MA | MA | MA | NA | MA | NA | MA | NA | 1. At time of re-inspection, there were no prisoners in custody. 2. Records were in fairly good order. |
| Lucea (DHQ) | FMA | FMA | NA | NA | NA | NA | NA | NA | MA | MA | MA | MA | FMA | FMA | 1. Used a mixture of official PIC cards and internally (chips) manufactured cards. |
| Lucea (Post) | FMA | FMA | MA | MA | MA | FMA | MA | MA | MA | NA | FMA | NA | FMA | NA | 1. At time of re-inspection, there were no prisoners in custody. |
| ISCF "I" Coy | FMA | FMA | MA | MA | NA | NA | NA | NA | NA | NA | NA | NA | NA | NA | |

KEY

DHQ – Divisional Headquarters

■ FMA – Failed to Maintain Adherence to JCF Policy

■ MA- Maintained Adherence to JCF Policy

■ NA – Not Applicable

■ NE – No Entries for Period Reviewed

PIC – Prisoners in Custody

HANOVER DIVISION

KEY

- * During the audit period for 2011, the movement of weapons and ammunition was recorded in two diaries (a Firearm Register and an Ammunition Register) as per JCF Force Order Feb 21, 2008 Serial #3168 . However, midway the audit, a new force policy, (JCF F/O May 12, 2011 Serial#3336) was implemented to record the movement of firearms and ammunition in one register as opposed to the previous policy of two separate registers. During the 2012 re-inspection, the Sandy Bay Station had yet to implement the new policy.
1. During the re-inspection the PCOA Team observed that the perimeter fencing at the Sandy Bay, Ramble and Green Island Stations were in need of repair. It was recommended that the situation be remedied as there were lock-ups at two of these stations (Green Island and Sandy Bay), albeit not in commission at the time of re-inspection.



Photo 1: A damaged section of the perimeter fencing at the Sandy Bay Station as seen on 7/8/ 2012.

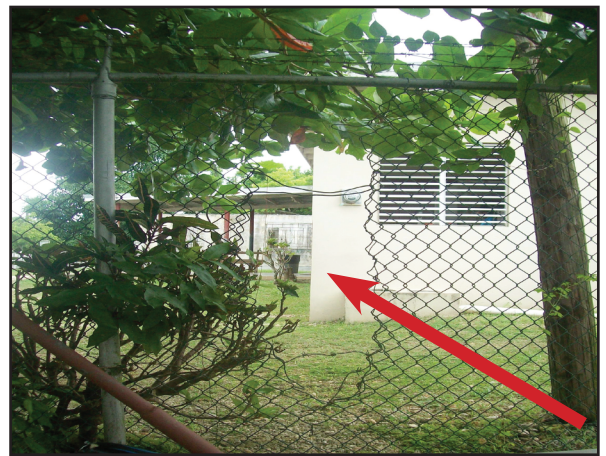


Photo 2: A hole in the perimeter fencing at the Green Island Station as seen on 7/8/ 2012. It must be highlighted that this hole was seen during the 2011 inspection.

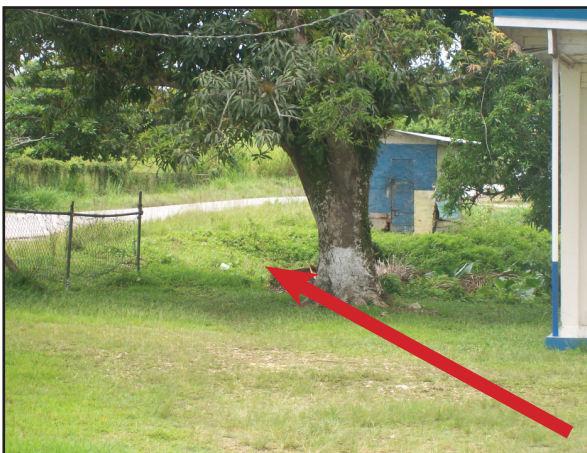


Photo 3: Section of perimeter fencing missing at the Ramble Station as seen on 9/8/ 2012.

2. The PCOA Inspection Team observed that the community at the back of the Divisional Headquarters was still gaining access to their residences using an unfenced section of the Division's compound at the time of re-inspection. It was reiterated that this situation, which was highlighted in 2011, was a serious security risk as prisoners and vehicles in the custody of the police were kept and stored, respectively on this compound.



Photo 4: The access road to adjoining community on the compound of the Divisional headquarters as seen on 26/8/2011.



Photo 5: The access road to adjoining community on the compound of the Divisional headquarters as seen on 8/8/2012.



Photos 6 & 7: A view of the numerous vehicles stored in unfenced area on the compound as observed on 8/8/2012.

ST. MARY DIVISION

Date of Inspection: September 26 – October 11, 2011

Date of Re-inspection: October 22 - November 1, 2012

| Stations | Station Diary | | Firearm Register | | Ammunition Register | | General Property Book | | PIC Register | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|-------------|---------------|------|------------------|------|---------------------|------|-----------------------|------|--------------|------|-----------|------|------------------------|------|---|
| | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | |
| Castleton | FMA | FMA | FMA | FMA | MA | FMA | MA | MA | MA | MA | MA | MA | MA | MA | 1. Recommendation to improve record management and apply relevant sanctions for remedy largely ignored. |
| Annotto Bay | FMA | FMA | FMA | FMA | MA | FMA | MA | FMA | MA | MA | MA | MA | FMA | FMA | 1. Recommendation to improve record management and apply sanctions for remedy largely ignored. 2. Found persons in lock-up who were not remanded, which constitutes violation of <i>Jamaica Constabulary Force Act 1973 Sec.50F,(2)(b),(3)(a)</i> 3. Found documented reports in Station Diary, where prisoners were tampering with the physical structure in what appeared to be attempts to breakout of the lock-up. Despite these findings, the Station only had 3 documented physical checks for 30 day period re-inspected, which is in breach of <i>Dec.15, 2011 JCF F/O 3367 Sub.Sec.9</i> |
| Highgate | FMA | FMA | FMA | MA | MA | MA | MA | NE | NA | NA | NA | NA | NA | NA | 1. Improvement in records management was evident during re-inspection. |
| Islington | FMA | FMA | FMA | MA | MA | MA | MA | MA | MA | MA | MA | MA | FMA | FMA | 1. Found persons in lock-up who were not remanded, which constituted violation of JCF Act. |
| Oracabesa | FMA | FMA | FMA | MA | MA | MA | MA | MA | MA | MA | MA | MA | FMA | FMA | 1. Found persons in lock-up who were not remanded, which constituted violation of JCF Act. |
| Retreat | FMA | FMA | FMA | MA | MA | MA | MA | MA | NA | NA | NA | NA | NA | NA | 1. Management of records fairly good. |

KEY

- FMA – Failed to Maintain Adherence to JCF Policy
- MA- Maintained Adherence to JCF Policy
- NA – Not Applicable
- NE – No Entries for Period Reviewed
- PIC – Prisoners in Custody

Key Observations

1. The PCOA Inspection Team observed that the Islington, Retreat and Oracabessa Stations were without proper perimeter fencing. This situation is of concern as it relates to the safety and security of JCF personnel, prisoners and vehicles in custody of the Police.



Photo 1: The rear view of the Islington Station showing the absence of perimeter security fencing as presented on 29/10/2012.



Photo 2: A side view of the Retreat Station showing the absence of a perimeter wall as presented on 30/10/2012.



Photo 3: Absence of perimeter fencing at section of the Oracabessa Station as presented on 30/10/2012.



Photo 4: A hole in a section of the perimeter wall at the Oracabessa Station as presented on 30/10/2012.

2. The PCOA Inspection Team observed that there were ceiling problems and evidence of leaking roofs at the Retreat and Highgate Stations.



Photo 5: A damaged section of the ceiling at the Retreat Station as presented on 29/10/2012.



Photo 6: A water damaged section of the ceiling at the Highgate Station as presented on 30/10/2012.

TRELAWNY DIVISION

Date of Inspection: December 5 – 20, 2011

Date of Re-inspection: October 22 – November 1, 2012

| Stations | Station Diary | | Firearm & Ammunition Registers | | General Property Book | | PIC Registers | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|--------------|---------------|------|--------------------------------|------|-----------------------|------|---------------|------|-----------|------|------------------------|------|---|
| | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | |
| Wait-a-Bit | FMA | FMA | MA | FMA | MA | MA | NA | NA | NA | NA | NA | NA | 1. Management of records needs attention. |
| Clarks Town | FMA | FMA | MA | FMA | FMA | FMA | MA | MA | FMA | MA | FMA | FMA | 1. While weapons were issued, received and returned in accordance with Force policy, there was questionable accountability for ammunition entries received as entries showed ammunition issued and received but no columns to record its return. These inconsistencies reflected a lack of adherence to JCF policy. 2. At the time of re-inspection, there was water from the upstairs bathroom leaking into the guardroom/reception area. |
| Duncans | FMA | FMA | MA | FMA | MA | MA | NA | NA | NA | NA | NA | NA | 1. At the time of re-inspection the firearm register did not show the issue, and return of ammunition. |
| Rio Bueno | FMA | FMA | MA | MA | MA | MA | NA | NA | NA | NA | NA | NA | 1. Management of records fairly good. |
| Stewart Town | FMA | FMA | MA | MA | MA | MA | FMA | MA | FMA | MA | MA | MA | 1. No PIC Register was found during the initial inspection, only a Prisoner Charge and Property Register. During the re-inspection, an Ammunition Register was being used as a PIC Register, however the Register was properly maintained. 2. There was evidence of cracks in the outer wall of the cells at the lock-up during the initial inspection and this remained the case upon re-inspection. |

KEY

- FMA – Failed to Maintain Adherence to JCF Policy
- MA- Maintained Adherence to JCF Policy
- NA – Not Applicable
- PIC – Prisoners in Custody

Key Observations

- The PCOA Inspection team observed that during the re-inspection there were Stations in the Division that still had poor or no security perimeter fencing. The Stations with poor or no security perimeter fencing were located at Wait-a-Bit, Rio Bueno and Stewart Town, the latter which houses a lock-up. The installation of proper security fencing will assist in the safety and security of all officers, prisoners and vehicles in the custody of the police.



Photos 1, 2 & 3: Views of three stations with poor or no security perimeter fencing.

- The PCOA Inspection Team observed during the re-inspection that two Stations that held prisoners in custody, namely Stewart Town and Clarks Town Stations, were not equipped with stand-by generators.

ST. ANDREW CENTRAL DIVISION

Date of Inspection: January 19-February 2, 2012

Date of Re-inspection: January 22-25, 2013

| Stations | Station Diary | | Firearm Register | | Ammunition Register | | General Property Book | | PIC Register | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|-------------------|---------------|------|------------------|------|---------------------|------|-----------------------|------|--------------|------|-----------|------|------------------------|------|---|
| | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | |
| Cross Roads | FMA | FMA | MA | MA | FMA | MA | MA | MA | NA | NA | NA | NA | NA | NA | 1. With the exception of Station Diary, records management at this Station at the time of re-inspection was in good order. |
| Half Way Tree | FMA | FMA | MA | MA | FMA | MA | MA | MA | MA | MA | MA | MA | FMA | FMA | 1. Found the practice of using 2 PIC Registers was being applied. There was the SSP St. Andrew Central PIC Register and a general 'master' PIC Register. The master PIC Register was well maintained. The SSP Register was not available at the time of re-inspection. 2. The Prisoner to Police Ratio was still a problem at the time of re-inspection. 3. At the time of re-inspection there was still no replacement doctor in the position left vacant after the departure of previous doctor, prior to initial inspection in 2012. However, prisoners were being taken to KPH or the nearby health centre on Maxfield Ave for treatment. |
| Papine | MA | FMA | MA | MA | MA | MA | MA | NE | NA | NA | NA | NA | NA | NA | 1. While there was a fall off in the keeping of the Station Diary, for the most part, records were in very good order. |
| New Kingston Post | FMA | FMA | FMA | MA | MA | MA | MA | NE | NA | NA | NA | NA | NA | NA | 1. Records were in fair order at the time of re-inspection. |

KEY

- FMA – Failed to Maintain Adherence to JCF Policy
- MA- Maintained Adherence to JCF Policy
- NA – Not Applicable
- NE – No Entries for Period Reviewed
- PIC – Prisoners in Custody

KINGSTON WESTERN DIVISION

Date of Inspection: June 28 – July 5, 2012

Date of Re-inspection: February 20 – 21, 2013

| Stations | Station Diary | | Firearm & Ammunition Registers | | General Property Book | | PIC Register | | PIC Cards | | Gazetted Cell Capacity | | Comments |
|--------------|---------------|------|--------------------------------|------|-----------------------|------|--------------|------|-----------|------|------------------------|------|---|
| | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | 2012 | 2013 | |
| Denham Town | FMA | MA | FMA | MA | FMA | MA | MA | NA | MA | NA | FMA | NA | 1. The management of records showed a marked improvement at this Station which highlighted the fact that recommendations were accepted and implemented. 2. The lock-up at the Station was out of commission as it was closed for renovation for at least two months prior to re-inspection. Thus, prisoners in custody were transferred to other facilities. It must be noted that during the initial inspection the cells were found to be in poor condition and modification was required to improve the ventilation system. |
| Trench Town | FMA | MA | MA | MA | FMA | NE | NA | NA | NA | NA | NA | NA | 1. There was evidence of improvement in record management. |
| Darling Town | FMA | FMA | FMA | MA | FMA | FMA | NA | NA | NA | NA | NA | NA | 1. While there was an improvement in the keeping of records in the Firearm and Ammunition Registers, the management of records continued to be dismal at this Station. |

KEY

- FMA – Failed to Maintain Adherence to JCF Policy
- MA- Maintained Adherence to JCF Policy
- NA – Not Applicable
- NE – No Entries for Period Reviewed
- PIC – Prisoner in Custody

Key Observations

- During the June – July 2012 inspection it was observed that the main gate at the back of the Trench Town Station was constantly open because the hinges were broken off allowing persons unlimited access to the rear of the Station. However, during the re-inspection, it was found that this issue had been addressed.



Photo 1:
Gate detached from hinges at the Trench Town Station as seen on 28/6/2012.



Photo 2:
Repaired gate at the Trench Town Station as seen on 21/2/2013.

2. During the June – July 2012 inspection it was observed that the Holding Area at the Trench Town Station was a small room made of dry wall, which made it unsuitable to hold detainees. It was noted that this was an unacceptable situation, and should be addressed. During the re-inspection, the PCOA team was informed that the Holding Area was no longer in use.



Photo 3: Holding Area at the Trench Town Station as seen on 28/6/2012.



Photo 4: Holding Area no longer in use as seen on 21/2/2013.

3. During the re-inspection, it was observed that several sections of the ceiling inside the Trench Town Station were in need of repairs.



Photos 5 and 6: Damaged sections of the Trench Town Station badly in need of repairs as seen on 21/2/2013.



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