

# Police (Civilian Oversight) Authority



## ANNUAL REPORT

April 1, 2011 to March 31, 2012

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



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# 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 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 OTHER SUCH FUNCTIONS AS MAY BE NECESSARY FOR PROMOTING THE EFFICIENCY OF THE FORCE AND THE AUXILIARIES.



## PCOA CHAIRMAN'S REPORT

**T**he Vision and Mission of the Police (Civilian Oversight) Authority (PCOA) is to work with the Ministry of National Security, Jamaica Constabulary Force (JCF) and the Police Service Commission to develop a new discipline be-

ing advocated by the Strategic Review Panel to tackle corruption in a robust way.

This will have to be done through education, communication, training, detection and prosecution. The JCF must demonstrate that integrity is non-negotiable.

Over the past year the PCOA has held 6 meetings with the Commissioner of Police or members of his senior staff, where we have reviewed the crime statistics in general and police shootings in particular. We expressed to the Commissioner our concern that police shootings and deadly use of force remain unacceptably high, although we noted a decrease in the number of fatal police shootings.

The PCOA recognizes the need for training in non-lethal options, and our Police Force must understand that they do not resort to deadly force except when it is absolutely unavoidable. In this way, the Police will have the trust of the communities, be better able to protect the innocent, and at the same time be able to pursue the vicious criminals who have done so much harm to this nation.

During the year, our visitation of police stations continued apace and we noted improvements in record keeping and station management in a number of police stations. We remain, however, greatly perturbed at the number of children in some police lock-ups despite assurances that the practice will cease.

Of concern also, is that for the last two years we have been advised that the planned merger of the PCOA

and the Police Service Commission would soon be a reality and with it would come a fully staffed oversight body with appropriate authority. In the meantime, the PCOA continues to operate with a staff size well below that envisioned in its formation.

The PCOA would like to take the opportunity to express its condolences to innocent victims who may have died as a result of the actions of the Police. We also extend our sympathies to the families of police officers who lost their lives in the line of duty. The job of a police officer demands one hundred percent effort, one hundred percent of the time. But for some officers, the contributions made in the line of duty are immeasurable and so we honour the brave officers who made the ultimate sacrifice to keep Jamaica's streets safe.

May the Lord bless the members of the Jamaica Constabulary Force, its Auxiliaries, and all who are associated with them in serving our country with integrity for the safety and welfare of our people.

On behalf of the Authority, I would like to thank the staff of the PCOA for their hard work under difficult circumstances.

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

# PCOA MEMBERS

(From the top)

**Dr. The Hon. Marshall Hall, OJ., CD**  
Reappointed September 27, 2011

**Rudolph Hamilton, OD**  
Reappointed September 27, 2011

**Gladstone Lewars**  
Reappointed September 27, 2011

**The Most Rev. Charles Dufour, DD., CD**  
*(Chairman)*  
Reappointed September 27, 2011

**Professor Anthony Harriott**  
Appointed February 8, 2012

**Arlene Harrison Henry**  
Reappointed September 27, 2011

*Missing:*  
**Pastor Glen Samuels**  
Reappointed September 27, 2011



## MEMBERS

In accordance with the PCOA Act, 2005, Section 1 (1) of the Schedule to Section 3 (Constitution of Authority) 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. During the period under review, the membership of the Authority came to an end on August 21, 2011. Members of the Authority, with the exception of the Hon. Oliver F. Clarke, who indicated his unavailability to continue service, were reappointed for five years. 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, who was appointed on February 8, 2012.

# 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]** However, in light of the end of tenure for members and their subsequent

reappointment on September 27, 2011, the Authority held 9 meetings. For calendar year 2011, meetings were held on April 19, May 17, June 21, August 16, October 19, and November 15. Meetings were held on January 17, February 21 and March 13 in the 2012 calendar year. (See Attendance Table below)

| Members                             | Meetings Attended | Apologies |
|-------------------------------------|-------------------|-----------|
| Bishop Charles Dufour, DD., CD      | 9                 |           |
| Dr. The Hon. Marshall Hall, OJ., CD | 8                 | 1         |
| The Hon. Oliver Clarke, OJ*         | 2                 | 2         |
| Rudolph Hamilton, OD                | 7                 | 2         |
| Arlene Harrison Henry               | 8                 | -         |
| Gladstone Lewars                    | 8                 | 1         |
| Pastor Glen Samuels                 | 3                 | 6         |
| Professor Anthony Harriott**        | 1                 | 1         |

\* End of tenure, August 21, 2011

\*\* Appointed on February 8, 2012



Commissioner of Police, Owen Ellington (second from right) and DSP Oral Pascoe (third from right) in attendance at Members Meeting on January 16, 2012.



Leadership & Management



Accountability



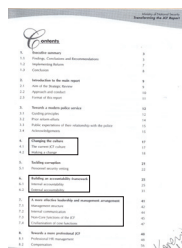
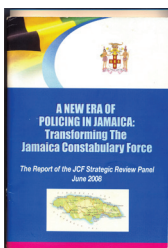
Culture Change

As important however, are the precedence relationships between 'leadership and management', 'accountability' and 'culture change' in the transformational plan. We remain resolute in our beliefs that the sequence of implementation is of critical importance to the eventual success of a 'New Era of Policing in Jamaica'. That is, JCF Leadership and Management competencies must be raised as a first activity, and remain at a high level of performance. A constantly high proficiency of Leadership and Management will drive increased internal Accountability. From this, increased and consistent internal Accountability will drive sustained Culture Change. Our eventual goal is to have developed in the JCF, a new culture which is 'Service Oriented, Professional, and Accountable'.

## **BUILDING AN EFFECTIVE JAMAICA CONSTABULARY FORCE (JCF) TRANSFORMATIONAL MODEL THROUGH LEADERSHIP AND MANAGEMENT, ACCOUNTABILITY, AND CULTURE CHANGE**

As we are aware, the JCF Strategic Review Report entitled - *A New Era of Policing in Jamaica: Transforming the Jamaica Constabulary Force*, with its 124 recommendations still remains the approved roadmap for transforming the JCF into a modern and professional police service.

A close study of the Strategic Review Report will reveal that at the core of the transformational plan, the relationship between a higher standard of leadership and management, accountability, and culture change is of critical importance.



## **MAJOR THREATS TO THE TRANSFORMATIONAL PROCESS**

The JCF continues to make strides in its transformation and overall professionalization. Policing planning and performance measurement across the Force is a noteworthy regimen which has taken root, and impacts crime reduction and/or facilitates the quick review and adjustment to policing plans when crime and other variables trend in the wrong direction. The Authority wishes however to highlight three vulnerabilities which if unchecked, will undermine all the gains made in the recent past and the trajectory of the transformation.

### **HIGH LEVELS OF POLICE SHOOTINGS**

For some time now the PCOA has been of the view that the number of officer involved shootings



is unacceptably high. Where we recognize that there may be justifiable circumstances for the use of deadly force, the apparent lack of transparency into many of the circumstances and the time taken to investigate and resolve these matters, fuels public perceptions of a lack of accountability.

Whereas the PCOA is encouraged by the establishment of the Independent Commission of Investigations (INDECOM), the high number of officer involved shootings requiring the deployment of INDECOM investigators and the opening of new case files, we expect, is impacting on INDECOM's capacity. Additionally, at our request, INDECOM has indicated that as at March 31, 2012 it had a cumulative total of 191 cases under investigation of which 166 were delayed awaiting ballistic and/or forensic certificates or reports, from the JCF Forensic Laboratory. This also brings into focus, the need for the Government to build sustainable capacity in a professional Forensic Laboratory in order to facilitate timely analysis and the provision of forensic/ballistic reports.

#### PROCESS OF JCF ADMINISTRATIVE REVIEWS OF SHOOTINGS

Additionally, the PCOA remains dissatisfied with some aspects of the process of Administrative Reviews of police shootings. The Administrative Review is an internal JCF process and is stipulated as a requirement in all cases of JCF Shootings as set out in JCF Force Standing Orders Volume 1, Chapter 23. The PCOA is of the view that the Administrative Review, if properly and fulsomely conducted will add to the accountability needed in the internal investigations and outcomes of police involved shootings. The concerns with the existing practice have been shared in detail with the Commissioner of Police, but the Authority is not satisfied with the level of responsiveness to these concerns. Going forward, the PCOA intends to exercise its statutory power of referral under Section 6 of the PCOA Act and refer this fundamentally important matter to the Police Service Commission (PSC) for consideration and action.

#### OVERCROWDING AT LOCK-UPS

The very challenging fiscal environment in Jamaica carries with it an obvious threat to the continuity and sustainability of key aspects of the JCF Strategic Review Implementation, as well as good order and conduct at our police stations. However, the PCOA remains gravely concerned about the habitual overcrowding at some lock-ups. Every instance of overcrowding identified from inspections has been, and continues to be forcefully and formally expressed to the Police High Command and the Ministry of National Security. Though the problem is widespread, we are most concerned with about 15 lock-ups throughout the country which are in high population centres and/or areas of higher crime rates, and are habitually overcrowded. We note from our inspections, some efforts on the part of the JCF to ameliorate this situation through some innovative management practices and the utilization of station bail. However, given the current levels of violent and serious crime, a fulsome solution to this problem unfortunately will entail some capital expenditure for capacity expansion at our more prevalently overcrowded lock-ups. In the interim, we are fearful that there is more than a possibility of the occurrence of a human catastrophe.

#### DEVELOPING A MODEL TO GUIDE THE TRANSFORMATION PROCESS

The experience gained by the PCOA since its inception and the coming merger of the PSC and the PCOA suggest that the process to achieve the changes envisioned in *A New Era of Policing in Jamaica: Transforming the Jamaica Constabulary Force* requires that the transformational activities be carefully planned and sequenced. Below we set out preliminary thoughts on the methodology of the transformation process.

We posit that there is a causal relationship between good practice in General Policing, Divisional Policing Planning, Policing Operations and Community Safety and Security and Good Performance. This year although we have only been able to collate a single score from each Division inspected, results from our Scorecard [**Sample in Appendix 2**]

suggest a positive relationship between the score attained by a Division and the reduction in overall major crime. To that end, the PCOA is refining its current Scorecard to measure the relationship between Good Practice and Performance. The results of this refined Scorecard if proven, should contribute greatly to the desirable outcomes that underlie the 'Strategic Review'.

The prospect of having a statistical model which can be utilized to guide and inform the implementation of police reforms, and other transformational

initiatives, and their impact on the citizenry, will be particularly useful to police governance organizations in Jamaica. The most significant police governance entity which can utilize such a model in its assessments and decision making, will be the Police Authority [Police Management Authority], of which we continue to earnestly await its establishment.

**Dave M. McIntosh**  
Chief Executive Officer



Inspector Ainsley McCarthy  
of the Hanover Police Division  
in conversation with  
CEO Dave McIntosh

# PERFORMANCE REVIEW FOR 2011/2012

During the period under review, the PCOA continued to make important strides in inspection and monitoring, while improving public outreaches significantly by networking and building meaningful partnerships with community and social organisations and members of law enforcement.

## INSPECTIONS

Inspections centred on the following selected areas of police service delivery: General Policing (records management; station management and local accountability) and Achievement of Targets (The Commissioner of Police Strategic Priorities; Strategic Review Recommendations and Divisional Policing Plans). A report with the attending Scorecard for each of the inspections was submitted to the Ministry of National Security with copies distributed to the Inspectorate of the Constabulary as well as Divisional Commands.

For the period under review, the Inspection and Monitoring Unit conducted 54 inspections of police stations/posts in 6 Police Divisions. Details of the inspections conducted by the Inspection and Monitoring Unit are provided in Table 1.

### PCOA Inspection and Monitoring Unit Inspecting Police Stations



**ULSTER SPRING**  
TRELAWNY DIVISION



**ISLAND SPECIAL  
CONSTABULARY FORCE**  
NEW KINGSTON POST  
ST. ANDREW CENTRAL DIVISION



**CASTLETON**  
ST. MARY DIVISION



**SAVANNA-LA-MAR**  
WESTMORELAND

**Table 1: List of Police Stations/Divisions covered during the period April 1, 2011 – March 31, 2012**

|                            |  |                                 |
|----------------------------|--|---------------------------------|
| <b>St. Catherine South</b> | Bridgeport<br>Caymanas Gardens<br>Central Village<br>Ferry<br>Greater Portmore<br>Old Harbour<br>Old Harbour Bay<br>Waterford<br>ISCF (N) Coy              | June 14 – July 1, 2011          |
| <b>Hanover</b>             | Kingsvale<br>Green Island<br>Sandy Bay<br>Ramble<br>Lucea<br>ISCF (I) Coy  | August 16 - 26, 2011            |
| <b>St. Mary</b>            | Castleton<br>Oracabessa<br>Islington<br>Prospect<br>Retreat<br>Gayle<br>Highgate<br>Richmond<br>Belfield<br>Annotto Bay<br>Port Maria<br>ISCF (E) Coy      | September 26 - October 12, 2011 |
| <b>Trelawny</b>            | Clarks Town<br>Duncans<br>Stewart Town<br>Ulster Spring<br>Warsop<br>Wait-a-Bit<br>Wakefield<br>Falmouth<br>ISCF (G) Coy                                   | December 6 – 21, 2011           |
| <b>St. Andrew Central</b>  | August Town<br>Papine<br>Matildas Corner<br>Cross Roads<br>National Stadium<br>Half Way Tree<br>ISCF Posts (2)   | January 24 - February 1, 2012   |
| <b>Westmoreland</b>        | Whitehouse<br>Morgan's Bridge<br>Frome<br>Little London<br>Bluefields<br>Whithorn<br>Darliston<br>Bethel Town<br>Negril<br>Savanna-lar-mar<br>ISCF 'J' Coy | March 13 - 30, 2012             |



## EXIT INTERVIEW (FEEDBACK)

Prior to sharing findings from inspections with the public, the Inspection and Monitoring Unit utilizes a feedback system whereby, a visual presentation of the inspection report is conducted with the JCF Divisional hierarchy during its weekly Tasking Meetings. The JCF Division Inspection Report Scorecard is also disclosed at these presentations. Details of this activity are reflected in Table 2 below.

| Division            | Date             |
|---------------------|------------------|
| St. Thomas          | May 3, 2011      |
| St. Ann             | June 21, 2011    |
| Hanover             | October 31, 2011 |
| St. Catherine South | November 8, 2011 |
| St. Mary            | January 16, 2012 |

**TABLE 2:**

Exit Interviews conducted by the Inspection and Monitoring Unit during the period April 1, 2011 to March 31, 2012.

## Scenes from Exit Interviews



**ST. MARY**

**TRELAWNY**

## MONITORING (RE-INSPECTIONS)

As a mechanism to monitor the progress of the implementation of recommendations outlined in inspection reports, the Authority conducts re-inspections. However, during the financial year, the Authority elected to adjust the target time from six months for re-inspection to 10 months given that there remained, a maximum staff complement of two persons in the Inspection and Monitoring Unit and as such, achieving the initial target was at best, daunting. Re-inspections were nevertheless incorporated whenever possible within the annual inspection and monitoring programme, which is outlined in the proceeding table.

| Division                | Station  | Date                 |
|-------------------------|--|----------------------|
| <b>Manchester</b>       | Spauldings<br>Cross Keys<br>Mandeville                   | May 2011             |
| <b>St. Elizabeth</b>    | Black River<br>Junction<br>Lacovia<br>Nain<br>Santa Cruz | May 2011             |
| <b>St. Andrew North</b> | Constant Spring<br>Red Hills<br>Irish Town               | May 2011             |
| <b>St. James</b>        | Barrett Town<br>Coral Gardens<br>Freeport                | November 17-18, 2011 |

**TABLE 3:**

Details of Re-inspections conducted by the Inspection and Monitoring Unit of the PCOA for the period April 1, 2011 to March 31, 2012.

## Inspection and Monitoring Team in Action



**ST. ANDREW NORTH**

**ST. JAMES**

## SPECIAL INSPECTIONS

During the period under review there were 10 inspections directed in one area of police service which was Prisoners in Custody [Sample of report Appendix 2]. This was in order to monitor adherence to the Jamaica Constabulary Force Manual: Force Standing Orders especially amidst reports of non-compliance.

| Target               | Stations/Facility | Date              |
|----------------------|-------------------|-------------------|
| Prisoners in Custody | Mountain View     | April 26, 2011    |
|                      | Barrett Town      | November 17, 2011 |
|                      | Freeport          | November 17, 2011 |
|                      | Linstead          | November 22, 2011 |
|                      | Glengoffe         | November 23, 2011 |
|                      | Port Antonio      | December 1, 2011  |
|                      | Moneague          | February 15, 2012 |
|                      | Discovery Bay     | February 15, 2012 |
|                      | Runaway Bay       | February 15, 2012 |
|                      | St. Ann's Bay     | February 16, 2012 |

**TABLE 4:**  
'Special Inspections' conducted by the Inspection and Monitoring Unit for the period April 1, 2011 – March 31, 2012.

## COMMUNITY OUTREACH

The communications strategy continues to be organized in tandem with the Inspection programme through presentations, to report our findings and recommendations in order to foster more interactive partnerships between the citizenry and their local police. These presentations are conducted in collaboration with the Social Development Commission, Service Clubs and various stakeholders to disseminate this information. This post inspection community engagement also involves partnering with the Police, who are invited to participate. This has resulted in the enhancement of relations between the Police and community as in a number of cases, community members have had their issues and concerns addressed directly by police personnel. The enhancing of relations is further reflected in the willingness of some police personnel to distribute their private mobile numbers for the citizenry to have further contact with them post presentations. Table 6 outlines the various outreaches conducted during the period.

### Prisoner in Custody Reviews



**LINSTEAD**



**MANDEVILLE**



**MOUNTAIN VIEW**

### PCOA Presentation Tour



**HOPEWELL JAYCEES**  
HANOVER



**KIWANIS CLUB**  
ST. MARY

| Parish     | Location   | Date               |
|------------|--|--------------------|
| Kingston   | Parade Gardens (Gold Street)   | April 13, 2011     |
| St. Thomas | Seaforth Community Development Association (Seaforth)                              | May 12, 2011       |
| St. Thomas | Red Cross – Yallahs Area Group (Yallahs)   | May 25, 2011       |
| St. Thomas | Kiwanis Club of Morant Bay (Morant Bay)  | May 26, 2011       |
| St. Ann    | St. Ann Interagency Network for Transforming Social Services (SAINTSS) – Ocho Rios | August 3, 2011     |
| St. Ann    | SAINTSS Movement Session – Cave Valley   | August 12, 2011    |
| St. Ann    | Kiwanis Club of Discovery Bay  | September 20, 2011 |
| St. Ann    | JHTA Area Chapter Meeting (St. Ann and St. Mary) in Runaway Bay                    | October 11, 2011   |
| St. Ann    | SAINTSS Media Launch in Runaway Bay  | November 16, 2011  |
| Hanover    | Hopewell Jaycees in Hanover  | January 18, 2012   |
| Hanover    | Sandy Bay Environmental Committee in Hanover                                       | January 19, 2012   |
| Hanover    | Rotary Club of Lucea   | February 8, 2012   |
| Hanover    | Green Island Women’s Organization  | February 9, 2012   |
| St. Mary   | Kiwanis Club of St. Mary   | March 6, 2012      |
| St. Mary   | Jacks River Community Club   | March 22, 2012     |

**TABLE 5:**  
Presentations conducted by the PCOA during the period April 1, 2011 – March 31, 2012.



**PARADE GARDENS**  
KINGSTON



**SEAFORTH COMMUNITY  
DEVELOPMENT ASSOCIATION**  
ST. THOMAS



**JAMAICA HOTEL  
AND TOURIST ASSOCIATION**  
OCHO RIOS  
CHAPTER IN ST. ANN.

## JAMAICA CONSTABULARY STAFF COLLEGE PRESENTATIONS

The PCOA was among three entities invited by the Jamaica Constabulary Staff College to make presentations at its Records Management Forum held on June 8, 2011 under the theme, **“Building a Professional and Accountable Workforce through Effective Records Management.”** Some 70 members of the Constabulary were in attendance. The Staff College extended yet another invitation for the Authority to contribute a presentation based on police governance at a Police Administrative Course on July 20, 2011. The PCOA also conducted another presentation entitled, **“What We See”** to participants in the New Accelerated Promotion Training Programme on November 3, 2011.

## PCOA Presentations at the Jamaica Constabulary Staff College.

November 3, 2011



July 8, 2011

July 20, 2011

## BENCHMARKING TRAINING

Benchmarking training continued as the PCOA provided representation at the 17th Annual National Association for Civilian Oversight of Law Enforcement (NACOLE). See Table below.

| Country                     | Agencies/Conference                       | Attendees  | Date           |
|-----------------------------|---|--|----------------|
| New Orleans, Louisiana, USA | 17 <sup>th</sup> Annual NACOLE Conference | CEO Dave McIntosh and Legal Counsel Otarah Byfield | September 2011 |

Gregory Simms, while maintaining membership in NACOLE completed the three year requirement of participating in designated training sessions and other relevant qualifications in 2011, to become the first person outside of North America to attain NACOLE designation.



PCOA Chairman (centre) hands over certificate from NACOLE to Gregory Simms (right), Senior Director, Inspections and Monitoring, who became a Certified Practitioner of Oversight. Looking on is PCOA CEO Dave McIntosh.



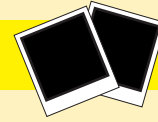
PCOA representatives in attendance at the 17th National Association for Civilian Oversight of Law Enforcement (NACOLE) in New Orleans, USA, posing with President of NACOLE, Kathryn Olson (centre).



PCOA representative Otarah Byfield (left) participating in a seminar.



# Pictorial Highlights



PCOA Chief Executive Officer, Dave McIntosh (left) meets with representatives from Department for International Development Mark James, Stabilization Advisor (third from right), Mette Nielson, (second from right) Security and Justice Advisor and Roy Fleming, Rule of Law Advisor on October 3, 2011.



Commissioner of Police Owen Ellington (centre) shares a light moment with PCOA Chairman, The Most. Rev. Charles Dufour(left) and PCOA Legal Counsel, Otarah Byfield after a Members Meeting held on April 19, 2011.



PCOA Chief Executive Officer, Dave McIntosh in discussion with Mr. Gary Rex, Narcotics Affairs Division, US Embassy Jamaica at a meeting at PCOA Offices on July 8, 2011

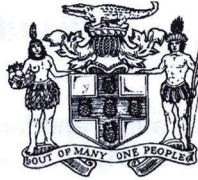


PCOA CEO Dave McIntosh (left) in conversation with Maxine Green (centre), Red Cross Representative and Richardo Aiken, Social Development Commission Parish Manager. Launch of St. Ann Interagency Network for Transforming Social Services (SAINTSS) at Cardiff Hotel in St. Ann on November 16, 2011.



PCOA Staff - Andrew Beaumont Smith (front row) and Otarah Byfield (second row) in attendance at the All Officers Conference at the Police Officers Club on April 27, 2011.

# Financials



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

Email: [audgen@auditorgeneral.gov.jm](mailto: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 1 to 13, which comprise the Statement of Financial Position as at March 31, 2012, 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

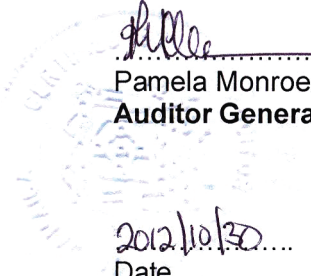
In my opinion the Financial Statements give a true and fair view of the financial position of the Police Civilian Oversight Authority as at March 31, 2012, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

## 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**



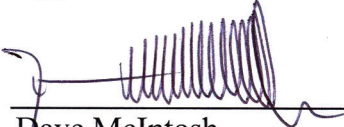
2012/10/30....

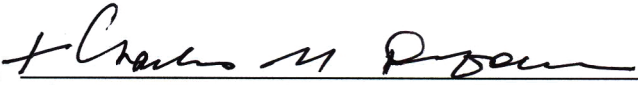
Date

**Police Civilian Oversight Authority**  
**Statement of Financial Position**  
**as at March 31, 2012**

|                                     | Note | <u>2012</u><br>\$  | <u>2011</u><br>\$  |
|-------------------------------------|------|--------------------|--------------------|
| <b>Non-current assets</b>           |      |                    |                    |
| Property, plant and equipment       | 4    | <u>1,535,182</u>   | <u>2,662,605</u>   |
| <b>Current assets</b>               |      |                    |                    |
| Receivables                         | 5    | 925,810            | 922,610            |
| Cash and cash equivalents           | 6    | <u>113,327</u>     | <u>117,350</u>     |
|                                     |      | <u>1,039,137</u>   | <u>1,039,960</u>   |
| <b>Current liabilities</b>          |      |                    |                    |
| Accounts payable                    | 7    | 1,058,423          | 358,700            |
| Employee benefits                   | 8    | <u>590,459</u>     | <u>8,573,704</u>   |
|                                     |      | <u>1,648,882</u>   | <u>8,932,404</u>   |
| <b>Net current assets</b>           |      | (609,745)          | (7,892,444)        |
| <b>Net assets</b>                   |      | <u>925,437</u>     | <u>(5,229,839)</u> |
| <b>Non-current liabilities</b>      |      |                    |                    |
| Employee benefits                   | 8    | <u>5,779,611</u>   | <u>465,412</u>     |
| <b>Equity</b>                       |      |                    |                    |
| Capital - GOJ investment            | 9    | 2,656,086          | 2,656,086          |
| Accumulated deficit                 |      | (7,781,962)        | (8,986,910)        |
| Donated assets reserve              | 10   | <u>271,702</u>     | <u>635,573</u>     |
|                                     |      | <u>(4,854,174)</u> | <u>(5,695,251)</u> |
| <b>Total equity and liabilities</b> |      | <u>925,437</u>     | <u>(5,229,839)</u> |

Approved for issue on behalf of the Authority on... October 22..., 2012 and signed on its behalf

  
 Dave McIntosh  
 Chief Executive Officer

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

**Police Civilian Oversight Authority**  
**Statement of Financial Performance**  
**for the year ended March 31, 2012**

|  | Note | <u>2012</u><br>\$        | <u>2011</u><br>\$         |
|--|------|--------------------------|---------------------------|
| <b>Revenue</b>                                     |      |                          |                           |
| Subvention   |      | 37,571,000               | 29,295,071                |
| <b>Total operating revenue</b>                     |      | <u><b>37,571,000</b></u> | <u><b>29,295,071</b></u>  |
| <b>Operating expenses</b>                          |      |                          |                           |
| Compensation of employees                          | 11   | 22,010,512               | 21,200,810                |
| Travelling and transportation                      |      | 4,370,064                | 3,733,023                 |
| Premises related expenses                          |      | 3,300,169                | 3,069,924                 |
| Public utilities                                   |      | 1,165,038                | 963,935                   |
| Administrative expenses                            | 12   | 4,351,945                | 2,984,009                 |
| Board fees   |      | 386,800                  | 580,571                   |
| Depreciation                                       |      | 1,141,373                | 916,485                   |
| Grant expenditure                                  | 13   | 5,277                    | 125,097                   |
| <b>Total operating expenses</b>                    |      | <u><b>36,731,178</b></u> | <u><b>33,573,854</b></u>  |
| <b>Surplus/(deficit) from operating activities</b> |      | 839,822                  | (4,278,783)               |
| Transfer from donated assets reserve               |      | 363,871                  | 363,871                   |
| Exchange rate gain/(loss)                          |      | 1,107                    | (7,555)                   |
| Interest income                                    |      | 148                      | 1,661                     |
| <b>Net surplus/(deficit) for the year</b>          |      | <u><b>1,204,948</b></u>  | <u><b>(3,920,806)</b></u> |

**Police Civilian Oversight Authority**  
**Statement of Changes in Equity**  
**for the year ended March 31, 2012**

|  | <b>Capital GOJ<br/>Investment</b> | <b>Donated<br/>Assets Reserve</b> | <b>Accumulated<br/>Deficit</b> | <b>Total</b> |
|--|-----------------------------------|-----------------------------------|--------------------------------|--------------|
|  | \$                                | \$                                | \$                             | \$           |
| <b>Balance as at April 1, 2010</b>     | 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)  |
| Amortisation of donated assets reserve |                                   | (363,871)                         |                                | (363,871)    |
| Deficit for the year                   |                                   |                                   | (3,920,806)                    | (3,920,806)  |
| <b>Balance as at March 31, 2011</b>    | 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    |
|  |                                   |                                   |                                | -            |
| <b>Balance as at March 31, 2012</b>    | 2,656,086                         | 271,702                           | (7,781,962)                    | (4,854,174)  |

# Police Civilian Oversight Authority

## Statement of Cash Flows

for the year ended March 31, 2012

|   | Note | <u>2012</u><br>\$     | <u>2011</u><br>\$     |
|---|------|-----------------------|-----------------------|
| <b>Cash flows from operating activities</b>     |      |                       |                       |
| Surplus/(deficit) for the year                  |      | 1,204,948             | (3,920,806)           |
| <b>Adjustments:</b>                             |      |                       |                       |
| Depreciation                                    |      | 1,141,373             | 916,485               |
| Increase/(Decrease) in accounts receivable      |      | (3,200)               | (281,900)             |
| Increase/(Decrease) in accounts payable         |      | 699,723               | 3,440,355             |
| Increase/(Decrease) in employee benefits        |      | (2,669,046)           | 78,746                |
| Transfer from donated assets reserve            |      | (363,871)             | (363,871)             |
| Net cash from/(used in) operating activities    |      | <u>9,927</u>          | <u>(130,991)</u>      |
| <b>Cash flows from investing activities</b>     |      |                       |                       |
| Capital expenditure                             |      | <u>(13,950)</u>       | <u>-</u>              |
| Net cash used in investing activities           |      | <u>(13,950)</u>       | <u>-</u>              |
| <b>Cash flows from financing activities</b>     |      |                       |                       |
| Net cash flows from financing activities        |      | <u>-</u>              | <u>-</u>              |
| <b>Decrease in cash and cash equivalents</b>    |      |                       |                       |
| Cash and cash equivalents at beginning of year  |      | <u>117,350</u>        | <u>248,341</u>        |
| <b>Cash and cash equivalents at end of year</b> |      | <u><u>113,327</u></u> | <u><u>117,350</u></u> |



# Police Civilian Oversight Authority

## Notes to the Financial Statements For the year ended March 31, 2012

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### 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 the general 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.

The preparation of the financial statements to conform to generally accepted accounting standards 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, 2012

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### 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 equivalent 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 receivables.

##### iii. Accounts payable and accrued charges

These are recognised at their carrying amounts.

##### iv. 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.

##### v. 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, 2012

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### 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 or 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, 2012

---

### 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 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 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. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. The Authority has no exposure to price risk.

#### b. 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.

# Police Civilian Oversight Authority

## Notes to the Financial Statements

For the year ended March 31, 2012

### 3. Financial risk management (Cont'd)

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

|                           | <u>2012</u>    | <u>2011</u>    |
|---------------------------|----------------|----------------|
|                           | \$             | \$             |
| Cash and cash equivalents | <u>113,327</u> | <u>117,350</u> |

#### d. 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.

|                       | <u>2012</u>        |                    |                       |                      |
|-----------------------|--------------------|--------------------|-----------------------|----------------------|
| Financial liabilities | Carrying<br>Amount | Contract<br>Amount | Within 1-12<br>months | Within 1-<br>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            |
|                       | <u>7,438,493</u>   | <u>7,438,493</u>   | <u>1,648,882</u>      | <u>5,779,611</u>     |

|                       | <u>2011</u>        |                    |                       |                       |
|-----------------------|--------------------|--------------------|-----------------------|-----------------------|
| Financial liabilities | Carrying<br>Amount | Contract<br>Amount | Within 1-12<br>months | Within 1 -<br>3 Years |
|                       | \$                 | \$                 | \$                    | \$                    |
| Accounts payable      | 358,700            | 358,700            | 358,700               | -                     |
| Employee benefits     | 9,039,116          | 9,039,116          | 8,364,714             | 674,402               |
|                       | <u>9,397,816</u>   | <u>9,397,816</u>   | <u>8,723,414</u>      | <u>674,402</u>        |

## Police Civilian Oversight Authority

### Notes to the Financial Statements

For the year ended March 31, 2012

### 3. Financial risk management (Cont'd)

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

|                           | <u>2012</u>      | <u>2011</u>      |
|---------------------------|------------------|------------------|
|                           | \$               | \$               |
| Cash and cash equivalents | 113,327          | 117,350          |
| Receivables               | 925,810          | 922,610          |
|                           | <u>1,039,137</u> | <u>1,039,960</u> |

### 4. Property, plant and equipment

|                                  | Computer<br>Hardware | Office<br>Equipment | Office<br>Furniture | Total     |
|----------------------------------|----------------------|---------------------|---------------------|-----------|
|                                  | \$                   | \$                  | \$                  | \$        |
| <b>At Cost or<br/>Valuation:</b> |                      |                     |                     |           |
| April 1 2011                     | 2,470,491            | 810,413             | 1,783,601           | 5,064,505 |
| Additions                        | -                    | 13,950              | -                   | 13,950    |
| Disposals                        | -                    | -                   | -                   | -         |
| March 31, 2012                   | 2,470,491            | 824,363             | 1,783,601           | 5,078,455 |
| <b>Depreciation:</b>             |                      |                     |                     | -         |
| April 1 2011                     | 1,669,840            | 195,460             | 536,600             | 2,401,900 |
| Charge for the year              | 653,966              | 306,648             | 180,759             | 1,141,373 |
| Disposals                        | -                    | -                   | -                   | -         |
| March 31, 2012                   | 2,323,806            | 502,108             | 717,359             | 3,543,273 |
| <b>Net Book Value:</b>           |                      |                     |                     | -         |
| March 31, 2012                   | 146,685              | 322,255             | 1,066,242           | 1,535,182 |
| March 31, 2011                   | 800,651              | 614,953             | 1,247,001           | 2,622,605 |

**Police Civilian Oversight Authority**  
**Notes to the Financial Statements**  
**For the year ended March 31, 2012**

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**5. Trade and other receivables**

This represents Board fees that were overpaid due to the use of incorrect rates.

**6. Cash and cash equivalents**

|              | <u>2012</u>    | <u>2011</u>    |
|--------------|----------------|----------------|
|              | \$             | \$             |
| Cash at bank | <u>113,327</u> | <u>117,350</u> |

**7. Accounts payable**

|                  | <u>2012</u>      | <u>2011</u>    |
|------------------|------------------|----------------|
|                  | \$               | \$             |
| Accrued expenses | <u>1,058,423</u> | <u>358,700</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>2012</u>             | <u>2011</u>             |
|------------------------------|-------------------------|-------------------------|
|                              | \$                      | \$                      |
| <b>Current :</b>             |                         |                         |
| Provision for gratuity       | -                       | 8,364,714               |
| Provision for vacation leave | <u>590,459</u>          | <u>208,990</u>          |
|                              | <u>590,459</u>          | <u>8,573,704</u>        |
| <b>Non-current:</b>          |                         |                         |
| Provision for gratuity       | 4,223,105               | 465,412                 |
| Provision for salary arrears | <u>1,556,506</u>        | -                       |
|                              | <u>5,779,611</u>        | <u>465,412</u>          |
|                              | <u><b>6,370,070</b></u> | <u><b>9,039,116</b></u> |

# Police Civilian Oversight Authority

## Notes to the Financial Statements

For the year ended March 31, 2012

### 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>2012</u>       | <u>2011</u>       |
|-------------------|-------------------|-------------------|
|                   | \$                | \$                |
| Salaries          | 19,625,805        | 17,760,455        |
| Employee benefits | 2,384,707         | 3,440,355         |
|                   | <u>22,010,512</u> | <u>21,200,810</u> |

### 12. Administrative expenses

|                          | <u>2012</u>      | <u>2011</u>      |
|--------------------------|------------------|------------------|
|                          | \$               | \$               |
| Security services        | 2,051,695        | 1,923,757        |
| Office expenses          | 1,277,172        | 786,636          |
| Advertising              | 61,984           | -                |
| Travel expenses          | -                | 59,958           |
| Meals                    | 88,100           | 103,590          |
| Hotel accommodation      | 512,860          | 170,025          |
| Staff training           | 115,150          | -                |
| Public relation services | 47,500           | -                |
| Office supplies          | 197,484          | -                |
|                          | <u>4,351,945</u> | <u>2,984,009</u> |



**Police Civilian Oversight Authority**  
Notes to the Financial Statements  
For the year ended March 31, 2012

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**13. Grant expenditure**

|                      | <u>2012</u>  | <u>2011</u>    |
|----------------------|--------------|----------------|
|                      | \$           | \$             |
| Public relations     | -            | 77,315         |
| Administrative costs | 5,277        | 47,782         |
|                      | <u>5,277</u> | <u>125,097</u> |

# Appendices

## POLICE (CIVILIAN OVERSIGHT) AUTHORITY

3

### THE POLICE (CIVILIAN OVERSIGHT) AUTHORITY

Act  
33 of 2005.

[15th March, 2006.]

1. This Act may be cited as the Police (Civilian Oversight) Authority Act. Short title.
- 2.—(1) In this Act, unless the context otherwise requires— Interpretation.
- “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.
- 3.—(1) There is hereby established a body to be known as the Police (Civilian Oversight) Authority. Establishment and constitution of Authority.
- (2) The provisions of the Schedule shall have effect as to the constitution of the Authority and otherwise in relation thereto. Schedule.
- 4.—(1) The functions of the Authority are to— Functions of Authority.
- (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;

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[The inclusion of this page is authorized by L.N. 80A/2008]

*POLICE (CIVILIAN OVERSIGHT) AUTHORITY*

- (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.

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[The inclusion of this page is authorized by L.N. 80A/2008]

(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.

(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.

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.

Annual report.

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

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[The inclusion of this page is authorized by L.N. 80A/2008]

(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 publica-  
tion of in-  
formation.

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.

*The Police (Civilian Oversight) Authority*

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

- (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.

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. Tenure of office.

(2) Every member shall be eligible for reappointment.

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. Chairman.

(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 numbers to preside at that meeting.

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. Acting appointments.

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. Resignation.

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SCHEDULE, *contd.*

- (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.

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SCHEDULE, *contd.*

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.

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. Proceedings and meetings.

(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.

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. Protection of members.

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

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. Office of member not public office.

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— Provisions applicable when no Leader of Opposition.

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

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*POLICE (CIVILIAN OVERSIGHT) AUTHORITY*SCHEDULE, *contd.*

- (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.

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# APPENDIX 2 - PCOA JCF DIVISION INSPECTION REPORT SCORECARD



## Police (Civilian Oversight) Authority JCF Division Inspection Report Scorecard

### 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 percent or more
- Good:** For Deliverables and Targets the Division scores between 80 to 89 percent
- Fair:** For Deliverables and Targets the Division scores between 60 to 79 percent
- Poor:** For Deliverables and Targets the Division scores less than 60 percent

## OVERVIEW

An inspection of the JCF Hanover Division was conducted by the Police (Civilian Oversight) Authority between August 15 and 25, 2011.

On October 31, 2011 the PCOA in an exit interview presented its findings and recommendations to the Divisional Commander.

# SCORECARD FOR STATIONS IN THE DIVISION – General Police Deliverables

## Section A

| Area/Subject inspected   | Station      | Ratings   |      |      |      |
|--|--------------|-----------|------|------|------|
|  |              | Excellent | Good | Fair | Poor |
| <b>Records Management</b> – Are the Station’s records being maintained and administered in accordance with JCF Policies?<br>Books selected for review: <ul style="list-style-type: none"> <li>• Station Diary</li> <li>• Firearm and Ammunition</li> <li>• Exhibit Register</li> <li>• General Property</li> <li>• Sudden Death</li> </ul> 1 infraction = deduction of a point. Over 10 infractions in 30 days = 0 points. <b>Maximum score 50%. (38%)</b> | Kingsvale    | X         |      |      |      |
|  | Green Island |           | X    |      |      |
|  | Sandy Bay    |           |      | X    |      |
|  | Ramble       |           |      | X    |      |
|  | Lucea Post   |           | X    |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
| Area/Subject inspected   | Station      | Ratings   |      |      |      |
| <b>Utilization of Resources</b> – Are the Stations practicing resource conservation?<br>Usage reviewed: <ul style="list-style-type: none"> <li>• Water</li> <li>• Electricity</li> <li>• Personnel</li> </ul> Proper use of resources = 5; Reduction in usage = 5; Constant usage = 3; Increase without justification = 1; Increase with justification = 3<br>1 infraction = deduction of a point. <b>Maximum score 30%/(28.2%)</b>                        | Kingsvale    |           | X    |      |      |
|  | Green Island | X         |      |      |      |
|  | Sandy Bay    |           | X    |      |      |
|  | Ramble       | X         |      |      |      |
|  | Lucea Post   | X         |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
| Area/Subject inspected   | Stations     | Ratings   |      |      |      |
| <b>Accountability</b> – Are there any demonstrable practice of accountability?<br><br>No accountability – poor; Accountability in two or more areas – fair; Accountability in three areas – good; Accountability in more than three areas – excellent.<br><b>Maximum score 10% (6)</b>   | Kingsvale    |           |      | X    |      |
|  | Green Island |           |      | X    |      |
|  | Sandy Bay    |           |      | X    |      |
|  | Ramble       |           |      | X    |      |
|  | Lucea Post   |           |      | X    |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |
|  |              |           |      |      |      |

| Area/Subject inspected   | Stations      | Ratings   |      |      |      |
|--|---------------|-----------|------|------|------|
|  |               | Excellent | Good | Fair | Poor |
| <b>Prisoners in Custody –</b> <ul style="list-style-type: none"> <li>Records</li> <li>Detainees</li> <li>Children in Custody</li> <li>Cell Capacity</li> </ul> Station satisfied: only one area inspected – poor; two areas inspected – fair; three areas inspected – good and four areas inspected – excellent.<br><b>Maximum score 10% (7.3)</b> | Lucea Post    |           |      | x    |      |
|  | Ramble        | x         |      |      |      |
|  | Divisional HQ |           |      | x    |      |
|  |               |           |      |      |      |

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

| JCF Strategic Priorities                    | Performance indicators<br>(Targets established in the Division’s Policing Plan) | Results Target |         |
|---|---|----------------|---------|
|   |   | Met            | Not met |
| Reduction of Crime, especially murders      | Increase in Police operations   | x              |         |
|   | Increase in clear up rate   | x              |         |
|   | Reduction in Murders and Shootings  | x              |         |
|   | Reduction in Robberies  | x              |         |
| Restoration of public safety and confidence | Increase presence in schools  | x              |         |
|   | Launch of Neighbourhood Watch Groups and Police Youth Clubs                     |                | x       |
|   | Increase in Widely Publicized Meetings  | x              |         |
| Boost Morale                                | Ensure that Officers are recognized   | x              |         |
|   | Ensure that personnel are trained   | x              |         |
|   | Ensure that Station buildings are repaired                                      | x              |         |
| <b>Maximum score 100% (100%)</b>            |   |                |         |

## OVERALL RATING

The Division averaged **84.75** and was given a 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)

## Background to Scorecard

**JCF Division Inspection Report Scorecard, which was first introduced at the exit interview in the St. Catherine North Division on June 1, 2010, 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. To date, 8 Police Divisions have been assigned a rating ranging from Fair to Good.**



## **Police (Civilian Oversight) Authority**

### **INSPECTION AND MONITORING**

#### **REPORT - PRISONERS IN CUSTODY, ST. ANDREW CENTRAL DIVISION (February 1 and 2, 2012)**



## **PRISONERS IN CUSTODY- ST. ANDREW CENTRAL DIVISION**

### **1. Background/Summary**

- 1.1 A team from the Police (Civilian Oversight) Authority (PCOA) Inspection and Monitoring Unit conducted an inspection of the prisoners in custody at the Half Way Tree Police Station on February 1 and 2, 2012. This activity is in continuation of the PCOA's periodic inspection and monitoring of the Prisoners in Custody (PIC) Register, Prisoners' card and cell/holding areas at various police stations across the island.
- 1.2 The inspection was conducted by Gregory Simms, Andrew Beaumont and Otarah Byfield.

### **2. Findings**

The PCOA Inspection Team found that male prisoners in custody were kept at the Half Way Tree Police Station in the St. Andrew Central Division.

#### **2.1 Prisoners in Custody (PIC) Register, Prisoners Card and Remand Book**

**PIC Register-** The Inspection Team found that there were two PIC Registers at the Half Way Tree Police Station; the SSP i/c St. Andrew Central PIC Register and a general 'master' PIC Register. The former was created to give the Senior Superintendent of Police a daily update/account of all persons who were in custody and their status at the particular time (**Appendix 1**). The PCOA Inspection Team found that the general 'master' PIC Register (**Appendix 2**) was not recorded according to the normal practice at other stations. At other stations that have been inspected, the entries for all the prisoners in custody are made on a daily basis as seen in (**Appendix 3**) below. For the general 'master' PIC Register however, each prisoner was assigned a specific number and entries relating to the status of the prisoner (court dates and court remarks) were updated where necessary. The information on prisoners was easily identifiable as each prisoner had a number attached to his card. The rationale given to the team for the implementation of this system is due to the high number of prisoners that occupy the cells on a daily basis; this would make it difficult for records to be made of all prisoners on a daily basis, with limited resources.

The team can conclude that the general PIC register was in good condition, based on the practice previously identified. The team, however, found that the

SSP i/c PIC Register was not updated on the day of inspection as there was no blank register available to continue the usual recordings (**Appendix 4**).

**Prisoners' Cards-**

The PCOA Inspection Team found that the prisoners' cards at the Half Way Tree Police Station were properly maintained. The team also observed that the information on the Prisoners Cards could be properly cross-referenced with information in the general 'master' PIC register, giving an indication that the Division had a practice of maintaining consistency and accuracy for both records (**Appendix 5**).

**Remand Book-** The inspection team found two remand books in place at Half Way Tree Police Station; a Justice of the Peace Remand Book and A Resident Magistrate Judges Remand Book. The team notes that either both books were not properly updated or remands were not being done on a regular basis. The inspection team notes that the last record of a remand being done by a Resident Magistrate or a Justice of the Peace was January 17 and January 23, 2012 respectively (**Appendix 6 & 7**).

**Cell Capacity-**The PCOA Inspection Team found that the cells at the Half Way Tree Police Station were overcrowded. The team was told that there were 18 cells, built to accommodate 90 prisoners, however there were 137 prisoners in custody at the time of inspections. The PCOA Team highlights that 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 Inspection team highlights that on the day of inspection there were only 4 policemen assigned to cell duties with a prison population of 137 prisoners; this was due to a lack of personnel.

The team also notes that the doctor assigned to the Half Way Tree Police Station, to conduct medical checks and treatments of prisoners at the station, had retired. No other doctor has been assigned to the station since, while the Public Health Office has informed the station that the alternative is for prisoners to be taken to the Kingston Public Hospital. The team notes that this alternative is not



suitable in an environment where there are limited personnel and transportation available.

## 2.2 Status of Prisoners

The team found the following breakdown of Prisoners on the day of inspections.

| <b>HALF-WAY TREE POLICE STATION-PRISONERS IN CUSTODY REGISTER</b> |            |
|---|------------|
| <b>Category</b>   | <b>No.</b> |
| <i>Convicted</i>  | 12         |
| <i>Detained</i>   | 04         |
| <i>Remanded</i>   | 71         |
| <i>Bail Offered</i>   | 36         |
| <i>ID Parade</i>  | 07         |
| <i>New Cases</i>  | 07         |
| <b>Total- Prisoners in Custody</b>                                | <b>137</b> |

2.3 **Children in Custody-** On the day of inspection, no children were found to be in police custody at the Half Way Tree Police Station.

2.4 **Physical Check of Cells/Lectures on Procedures of Safe Custody-** The PCOA Inspection Team found that the physical checks of cells and lectures/briefings on safe custody of Prisoners were being conducted in accordance with Force Policy (**Appendix 8**). Force Order 2602 Part I Sub No.1 dated 1997-04-17 requires the Divisional Officers to ensure that all lockups/cells within their command are physically inspected at least once in every 24 hour and a record made in the Station Diary, as to the physical condition of prisoners and the structure of the lock-ups/cells. Additionally lectures on the procedures of safe custody of prisoners are to be conducted. On the day of inspection the team found that 103 physical checks of the cells were done over a 30 day period, with an average of approximately 3 per day, while 113 lectures/briefings were conducted with staff in relation to procedures of safe custody of prisoners; approximately 3 per day.

2.5 **Cell Security-** The PCOA Inspection Team found that the entire cell block at Half Way Tree Police Station was bordered with security fencing and razor wire. Areas which were compromised, in terms of the movement of contraband, in and out of the cells, were now secured with mesh screens (**Appendix 9**). Further, the PCOA Inspection Team also found that there were serviceable security

lamps placed on the cell block.

### **3 Recommendations:**

The team recommends:

#### **3.1 PIC Register:**

- It is the view of the team that the concept of a 'Master' PIC Register may be a viable alternative for stations that have a lot of prisoners in custody and is therefore a matter to be considered by the high command.
- The concept of a SSP PIC Register to keep Divisional Commanders abreast of the current status of prisoners is commendable and works to compliment the general PIC register.
- Proper supervision of persons in charge of preparing the PIC register should be exercised on a daily basis. For the long term the PCOA Inspection Team recommends a strong consideration for the development of an electronic database system to record information on the prisoners in custody at stations within the Division. An electronic database system will allow for easier management/update of information relating to prisoners in custody but information should be printed on a daily basis for purposes of back up information;

#### **3.2 Prisoners' Cards:**

- The Division should continue to maintain the practice of consistency and accuracy of information for Prisoners' cards and PIC Register.

#### **3.3 Remand Book**

- The Division must ensure that if remands are done then the remand book must be updated to reflect this. It must be noted that the signature of the Justice of the Peace or Resident Magistrate must be affixed to the appropriate column indicating that the prisoner has been properly remanded in the custody of the police;
- Officers should also ensure that remands are conducted expeditiously where required.

#### **3.4 Cell Capacity:**

- The PCOA Inspection Team recommends that where there are cases of overcrowding additional persons must be deployed to the cell area to minimize the risk of incidents such as escape of persons in custody, movement of

contrabands into the cells and injury to police personnel during cell searches and visits. There must be every effort to comply with JCF Standing Orders Volume II, Chapter 41, Section VI, A so that the process of bail is adequately utilized or that persons are transferred to other holding areas within or outside of the Division.

- Where persons have been offered bail then police officers should engage the courts and review cases, where appropriate, to see where bail conditions can be tempered to allow for prisoners to take up the bail offered.
- The Station Commander should ensure that steps are being taken to secure commitments from court offices for convicted persons to be removed from the station to the requisite correctional facilities as required under JCF Force Orders Serial No. 3316, Sub. No. 2;
- An assessment must be conducted to determine what other stations, with cell facilities, can be utilized to keep prisoners in custody;
- A doctor should be permanently assigned to the station to conduct medical checks and treatment of prisoners where required.

### **3.5 Physical Check of Cells/Lectures on Procedures of Safe Custody**

- The Division continues to comply with Force Order 2602 Part I Sub No.1 dated 1997-04-17 to ensure the security of prisoners as well as police officers assigned to the cell areas.

### **3.6 Cell Security**

- The Division should conduct a security audit of the holding areas across the Division with a view to determine whether these areas are fit/secure to be deemed as holding of prisoners.

### APPENDIX 1

## EXTRACT FROM SSP I/C ST. ANDREW CENTRAL PIC REGISTER SEEN AT THE HALF WAY TREE POLICE STATION ON FEBRUARY 1, 2012

|   |    |            |                         |  |            |          |            |         |
|---|----|------------|-------------------------|--|------------|----------|------------|---------|
| 6   | 19 | [REDACTED] | B Main Rd. Act          | 23-01-2012   | [REDACTED] |          |            |         |
| 7   | 52 | [REDACTED] | Forgery                 | 11-01-2012   |            |          |            |         |
| 8   | 32 | [REDACTED] | Bi. D. Act              | 19-01-2012   | New Kga    | 28/1/12  | Indigo     | Indigo  |
| 9   | 51 | [REDACTED] | House Breaking          | 24-01-2012   | New Kga    | 28-1-12  | Indigo     | Indigo  |
| 10  | 26 | [REDACTED] | Fraud Handwritten       | 28-01-2012   |            | 29-1-12  | 4 months   | 30 days |
|   |    |            |                         |  |            | 26-1-12  |            |         |
| 1   | 25 | [REDACTED] | Ill. Poss of Arms       | 23-01-2012   | New Cases  |          |            |         |
| 2   | 36 | [REDACTED] | Ill. Poss of Arms       | 16-12-2011   |            | HWT      | 77         | 77      |
| 3   | 32 | [REDACTED] | Dist. Comm Law          | 23-01-2012   |            | HWT      | 77         | 77      |
| 4   | 25 | [REDACTED] | Mal. Des. Prop.         | 16-01-2012   |            |          | 77         | 77      |
| 5   | 27 | [REDACTED] | Susp. Prop.             | 15-01-2012   |            | Stadium  | 77         | 77      |
| 6   | 38 | [REDACTED] | Forgery Etal            | 25-01-2012   |            | CSOCA    | 30-01-2012 |         |
| 7   | 39 | [REDACTED] | Forgery Etal            | 24-01-2012   |            | Amnigton | 01-02-12   |         |
| 8   | 24 | [REDACTED] | Murder                  | 17-01-2012   |            | Jamigton | 01-02-2012 |         |
|   |    |            |                         |  |            | HWT      | 01-02-2012 |         |
| 35  | 20 | [REDACTED] | Ill. Poss. Forgery Etal | 27-5-2010  |            | MIT      | 19-03-2012 | HWT     |
| 36  | 38 | [REDACTED] | Robbery Etal            | 28-11-2010   |            |          | 02-02-2012 | HWT     |
| 37  | 25 | [REDACTED] | Murder                  | 9-10-2010  |            | MIT      | 19-03-2012 | HWT     |
| 38  | 25 | [REDACTED] | Murder                  | 17-12-2010   |            | MIT      | 26-03-2012 | HWT     |
| 39  | 33 | [REDACTED] | Murder                  | 31-5-2010  |            | MIT      | 29-02-2012 | HWT     |
| 40  | 24 | [REDACTED] | Murder                  | 7-12-2009  |            | MIT      | 30-02-2012 | HWT     |
| 41  | 31 | [REDACTED] | Footing                 | 18-10-2011   |            | HWT      | 0-02-2012  | HWT     |
| 42  | 26 | [REDACTED] | Murder                  | 23-10-2011   |            | MIT      | 01-02-2012 | HWT     |
| <p><b>Breakdown of Prisoners on Custody at the Half Way Tree</b></p> <p>Female    Bail offered    Suspicion    Convicted</p> <p>64         40             05             10</p>   |    |            |                         | <p><b>Team lock up for Thursday 26-1-2012 14:00 - 2:00</b></p> <p>New Cases    Foreigners    2.2         701 #6</p> <p>08             01             06         134</p>  |            |          |            |         |
| <p><b>Physical Check</b> Sgt W. Schulz and members of Staff conducted physical check of all prisoners on custody at the Half Way Tree Police Station on Thursday 26-1-2012 at 12:30 AM. No report of any abuse or assault on prisoners by the Police or other staff all in order.</p> |    |            |                         | <p><b>Physical Check</b> at the lock up, all gates doors and water fencing have all been checked and found to be in order by the Police or other staff all in order.</p> |            |          |            |         |
| <p><b>Staff:</b></p> <p>AD in Sgt W. Schulz</p> <p>Sgt. Con. K. McKinnon</p> <p>Sgt. Butler</p> <p>DIC Stirling</p> <p>Sgt. Wizzard</p>   |    |            |                         |  |            |          |            |         |

Photo: PIC Register was last updated on January 25, 2011 but represents a good practice to help to keep the SSP abreast of the status of prisoners.

**APPENDIX 2  
EXTRACT FROM THE PIC 'MASTER' REGISTER SEEN AT THE HALF WAY TREE POLICE  
STATION ON FEBRUARY 1, 2012**

| Prisoner Number | Name       | Date    | Status     |
|-----------------|------------|---------|------------|
| 144             | [REDACTED] | 11-2-11 | [REDACTED] |
| 145             | MURDER     | 11-2-11 | [REDACTED] |
| 146             | MURDER     | 11-2-11 | [REDACTED] |
| 147             | MURDER     | 11-2-11 | [REDACTED] |
| 148             | MURDER     | 11-2-11 | [REDACTED] |
| 149             | MURDER     | 11-2-11 | [REDACTED] |
| 150             | MURDER     | 11-2-11 | [REDACTED] |
| 151             | MURDER     | 11-2-11 | [REDACTED] |
| 152             | [REDACTED] | 11-2-11 | [REDACTED] |
| 153             | [REDACTED] | 11-2-11 | [REDACTED] |
| 154             | [REDACTED] | 11-2-11 | [REDACTED] |

**Photo: Arrows indicate the prisoner's number assigned as well as the status of the prisoner that is usually recorded where necessary.**

**APPENDIX 3  
EXAMPLE OF A PIC REGISTER WHERE NAMES AND ENTRIES OF ALL THE PRISONERS IN  
CUSTODY ARE RECORDED ON A DAILY BASIS**

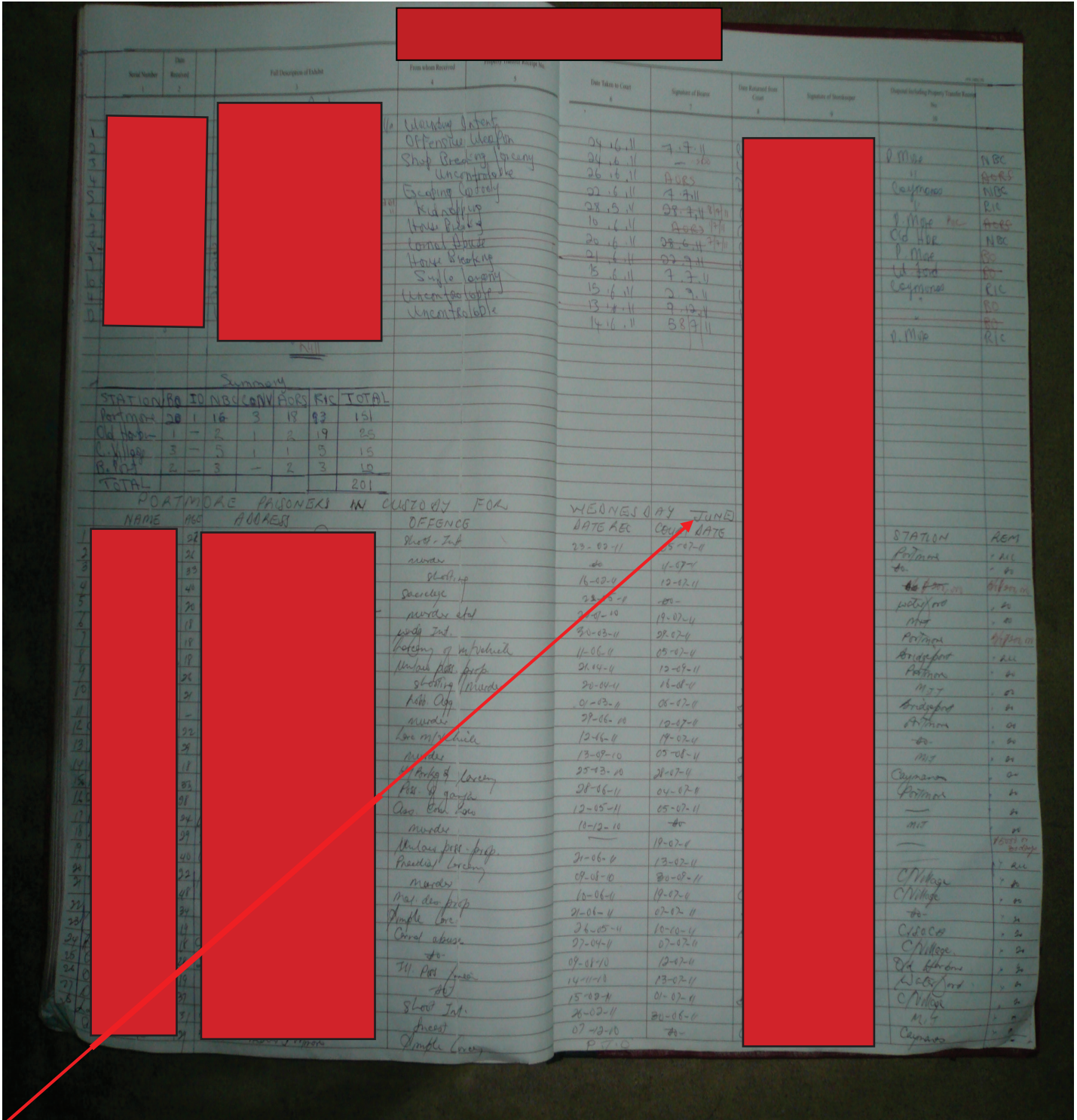


Photo: Entries made for June 29, 2011 and are usually recorded every day.

**APPENDIX 4  
EXTRACT FROM SSP I/C ST. ANDREW CENTRAL PIC REGISTER SEEN AT THE HALF WAY TREE  
POLICE STATION ON FEBRUARY 1, 2012**

|  |               |   |            |   |         |       |
|--|---------------|---|------------|---|---------|-------|
| 19   |               | Dr. Main Rd. Ref                                  | 23-01-2012 |   |         |       |
| 52   |               | Forensic  | 11-01-2012 |   |         |       |
| 37   |               | Dr. D. Ref  | 19-01-2012 |   |         |       |
| 51   |               | House Breaking                                    | 21-01-2012 |   |         |       |
| 26   |               | Found Hand. & Knife                               | 25-01-2012 |   |         |       |
| New Cases  |               |   |            |   |         |       |
| 25   |               | Old. Pos. of H/Am                                 | 23-01-2012 |   |         |       |
| 36   |               | Old. Pos. H/Am                                    | 16-12-2011 |   |         |       |
| 32   |               | Dist. Comm. Law                                   | 23-01-2012 |   |         |       |
| 25   |               | Mal. Dis. Rep.                                    | 16-01-2012 |   |         |       |
| 27   |               | Sup. Rep.   | 15-01-2012 |   |         |       |
| 38   |               | Property Eval                                     | 25-01-2012 |   |         |       |
| 39   |               | Property Eval                                     | 24-01-2012 |   |         |       |
| 24   |               | Miscel  | 17-01-2012 |   |         |       |
| Bail   |               |   |            |   |         |       |
| 30   |               | All over. Stocking at                             | 27-5-2010  |   |         |       |
| 38   |               | Rehearsal of a                                    | 28-11-2010 |   |         |       |
| 25   |               | Murder  | 9-10-2010  |   |         |       |
| 25   |               | Murder  | 17-12-2010 |   |         |       |
| 33   |               | Murder  | 31-3-2010  |   |         |       |
| 24   |               | Murder  | 7-12-2009  |   |         |       |
| 31   |               | Stocking  | 13-10-2011 |   |         |       |
| 26   |               | Murder  | 23-10-2011 |   |         |       |
| Breakdown of Persons in Custody at the Half Way Tree       |               | 2 days back up to                                 |            | Monday 26.1.2012  |         | 14:00 |
| Received   | Back official | supervisor  | connected  | New Cases   | Foreign | 2012  |
| 64   | 40            | 15  | 10         | 08  | 01      | 134   |
| Proposed Check: Sgt W. Edward and members of Staff Conduct |               | Proposed Check at the back up, all guests seen in |            | Back of with Verification logging systems and how         |         |       |
| D12/13   |               | only to report of any abuse or assault            |            | visiting parties have all been checked and found to be in |         |       |
| 12:30pm  |               |   |            | Rooms by the Police or other were all in order            |         |       |
| Staff:   |               |   |            |   |         |       |
| NO/IC Sgt W. Edward  |               |   |            |   |         |       |
| Grade. Con. K. McKenna                                     |               |   |            |   |         |       |
| D/C Butler   |               |   |            |   |         |       |
| D/C Sealand  |               |   |            |   |         |       |
| Wizzard  |               |   |            |   |         |       |

Photo: Last page of the register indicating that last entries made were on January 25, 2012

**APPENDIX 5  
EXTRACTS FROM A PRISONER'S CARD AND PIC REGISTER**

PIC# 644

**PRISONER'S CARD**  
*Stage* ✓ No. 1

No. [REDACTED]

Name [REDACTED]

Address [REDACTED] Swallowfield  
Kgr. 5

Age 30 yrs D.O.B. [REDACTED]

Offence 1 U. POSS. OF FIREARM & AMMO

Sec or Cons. [REDACTED]  
in Case

Date Received [REDACTED] and by Whom [REDACTED] 3-10-11

| Hcc | Day and date of appearance                       | Initial of entry marker |
|-----|--|-------------------------|
|     | Q & A 15-10-11                                   |                         |
|     | Result, day and date of next appearance 28-10-11 |                         |
|     | M. 08-12-2011                                    | RIC                     |
|     | Result, day and date of next appearance          |                         |
|     | M. 18-01-2012                                    | RIC                     |
|     | Result, day and date of next appearance          |                         |
|     | M. 01-03-2012                                    | B/O                     |
|     | Result, day and date of next appearance          |                         |
|     | \$200,000 1-2 Sureties                           |                         |
|     | Result: [REDACTED]                               |                         |

FINAL DISPOSAL

6.44 MONDAY [REDACTED]  
3.10.11 30 yrs. old D.O.B. [REDACTED]  
D/E# 38 [REDACTED] Kgr. 5  
\* TIME 2 for SWALLOWFIELD

M. 18. 1. 12 RIC B/O \$200,000  
M. 1. 3. 12. 800

**Photo: Records show accurate and consistent information when PIC Register and Prisoner's Card were cross-referenced.**



**APPENDIX 6  
 EXTRACT FROM THE RESIDENT MAGISTRATE'S REMAND BOOK SEEN AT THE HALF  
 WAY TREE POLICE STATION ON FEBRUARY 1, 2012**

| Name       | Offence                               | Date     | Remarks  |
|------------|---------------------------------------|----------|--|
| [REDACTED] | MURDER                                | 17-01-12 | [REDACTED]   |
| [REDACTED] | Aggravated Assault                    | 16-1-12  | Susp. charge of release by 4 PM 16/1/12                |
| [REDACTED] | MURDER - Shooting M/2012              | 11-1-12  | Susp. charge of release by 30/1/2012 4 PM              |
| [REDACTED] | Rape                                  | 15-1-12  | Susp. charge of release by 30/1/2012 4 PM              |
| [REDACTED] | FRAUD                                 | 11-1-12  | ID Home - charged on 16-1-12 released by 12/12 by 4 PM |
| [REDACTED] | ILL. Poss. Firearm / MUR. DEST. PROP. | 15-1-12  | Susp. charge of release by 30/1/2012 at 4 PM           |
| [REDACTED] | DRUGS M/2012 / ROAD ACT.              | 23-11-12 | 25-1-12 \$108,200,000                                  |
| [REDACTED] | STOP BSK, Abuse                       | 1-11-11  | 24-1-12 \$108,200,000                                  |
| [REDACTED] | CARNAL ABUSE                          | 30-9-11  | 10-2-12 \$108,200,000                                  |
| [REDACTED] | ROAD ACT.                             | 9-9-11   | \$108,200,000  |

Photo: Circle indicates the persons who were remanded by the Resident Magistrate on January 17, 2012

**APPENDIX 7  
EXTRACT FROM THE JUSTICE OF THE PEACE REMAND BOOK SEEN AT THE HALF WAY TREE  
POLICE STATION ON FEBRUARY 1, 2012**

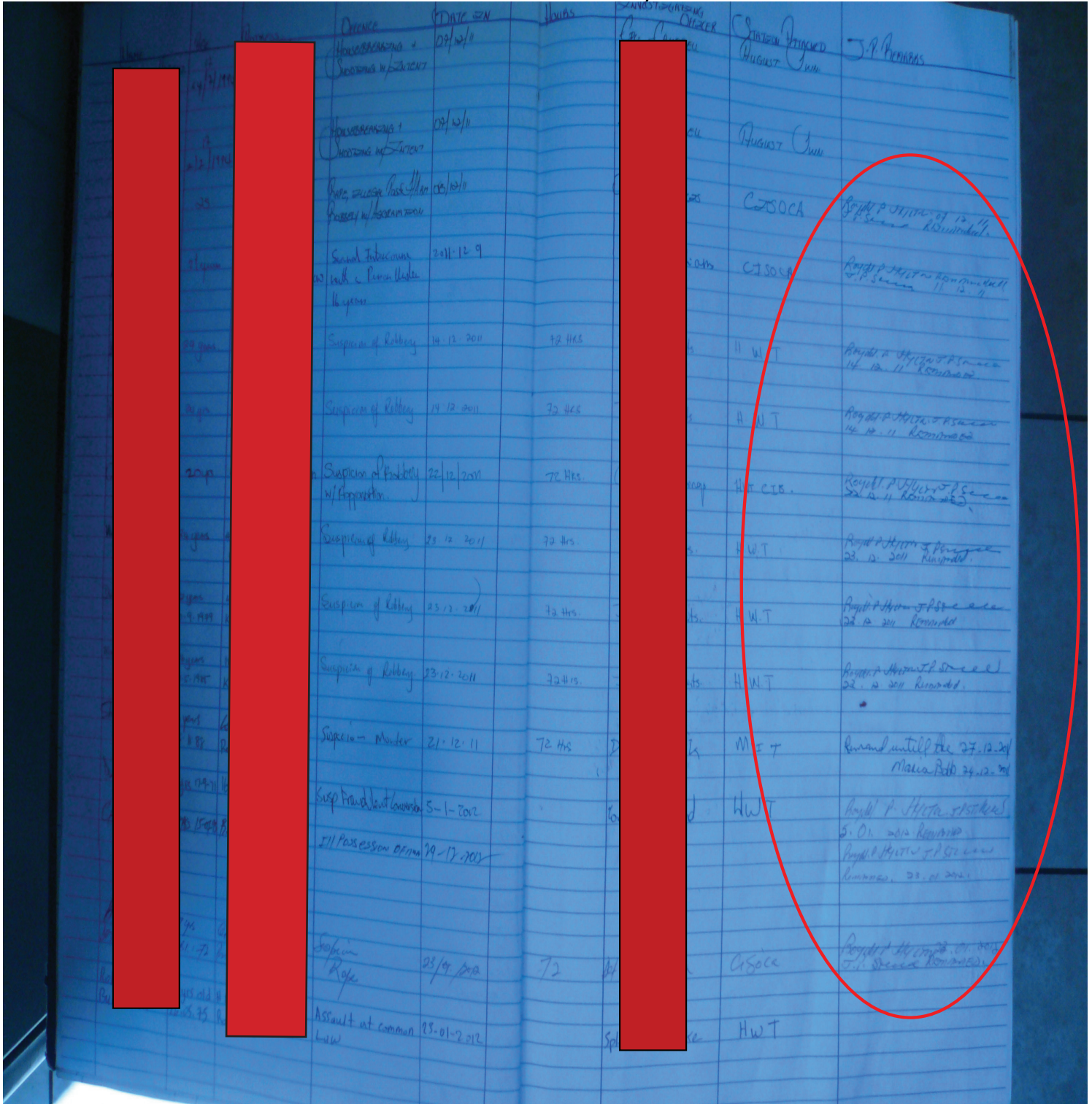


Photo: Circle indicates the persons were remanded by the Justice of the Peace up to January 23, 2012

**APPENDIX 8  
EXTRACT FROM THE CELL DIARY AT THE HALF WAY TREE POLICE STATION SEEN ON  
FEBRUARY 1, 2012**

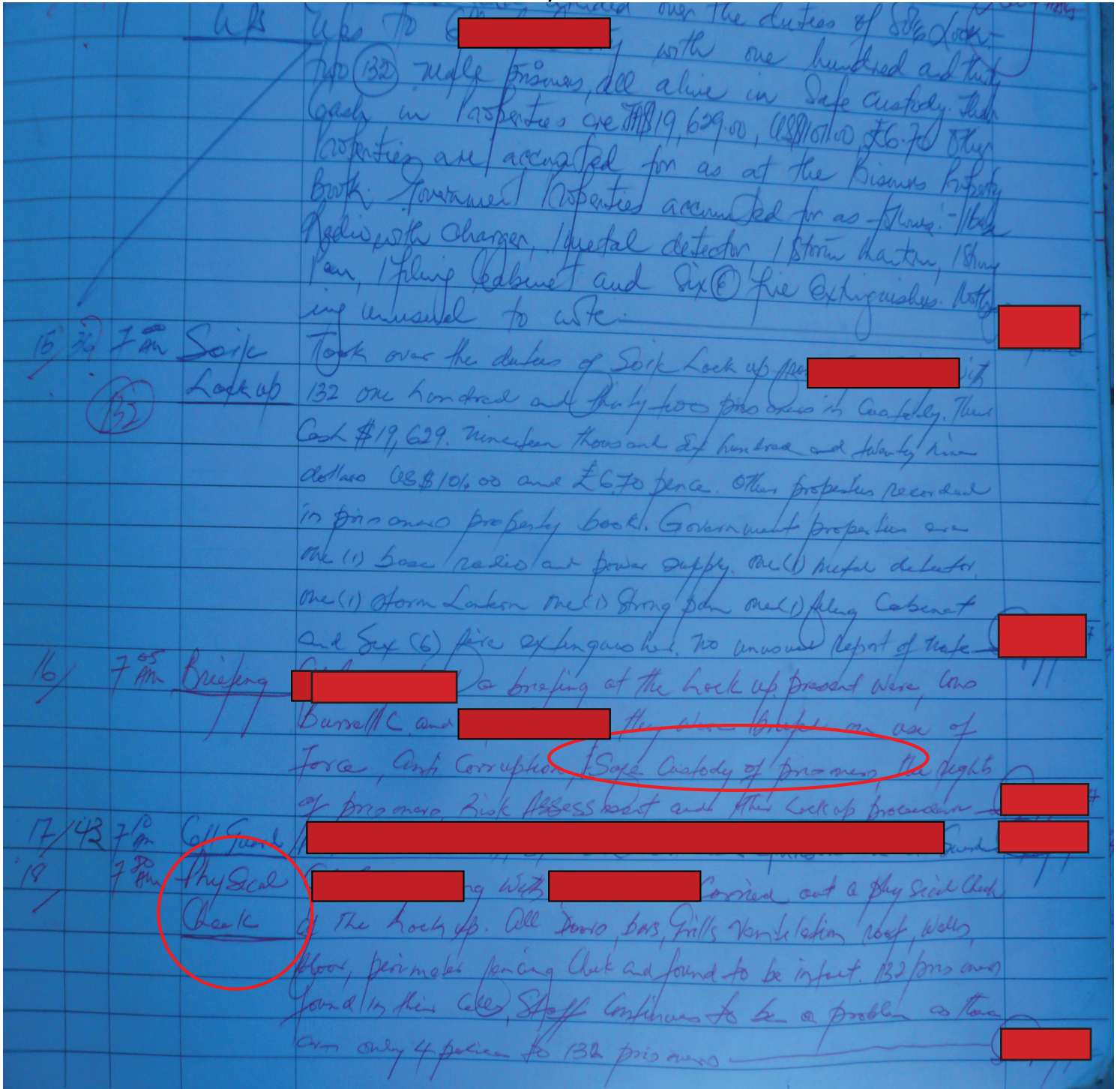


Photo: Circles show physical checks of cells being conducted as well as briefings on safe custody of prisoners.

**APPENDIX 9**

**SECURITY FENCING AT THE HALF WAY TREE POLICE STATION SEEN ON FEBRUARY 2, 2012**



**Photo 1: Razor wire fencing around the cell block at the Half Way Tree Police Station**



**Photo 2: Holes which would normally be used to smuggle in contraband into cells were now covered.**

## CONTACT INFORMATION



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# NOTES

# NOTES

# NOTES