

**POLICE  
(CIVILIAN  
OVERSIGHT)  
AUTHORITY**

**ANNUAL  
REPORT**

APRIL 1, 2013  
TO  
MARCH 31, 2014







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

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

# CHAIRMAN'S REMARKS

The PCOA has sought over its eight year existence to conduct inspections and carry out studies designed to improve the efficiency, performance and accountability of the Jamaica Constabulary Force (JCF). In 2013/2014 we added to our normal programme of inspections and performance monitoring, a concentration on broader themes impacting performance. Therefore, the focus this year has been on lock-ups in two particular areas:

- Understanding the Causes and Effects of Overcrowding in Police Lock-ups
- Children in Police Lock-ups.

The details of our findings in these two extensive studies are detailed in the body of this report. Critically, the findings revealed that there is a state of chronic overcrowding in our police lock-ups that negatively impacts both persons in police custody and the members of the JCF.

The findings from these studies are being used to interact with the JCF and other relevant government agencies to encourage positive interventions. At the minimum, we seek to ensure that the general working conditions in the JCF are in accord with the standards set by the JCF.

In fact, each year, the PCOA will identify and carry out detailed thematic studies in fulfillment of its mandate to ensure that the JCF achieves and maintains the best international standards of policing in addition to, adhering to its own standards.

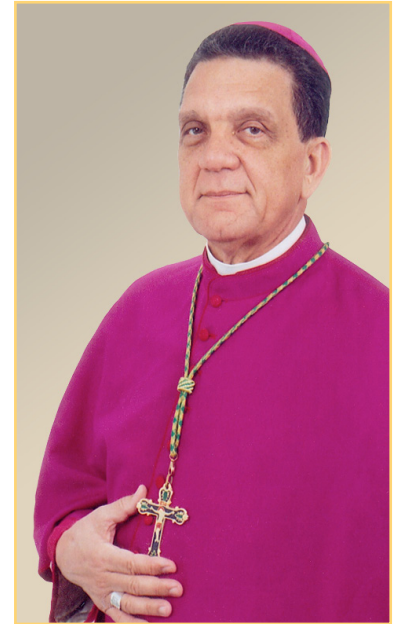
In the meantime, we continue to be heartened that some of our recommendations flowing from our station inspections have resulted in modest improvement in general record keeping however, the quality of property and plant maintenance as shown when we re-inspect stations, remains unacceptable in too many instances.

The members of the Authority thank the staff of the PCOA for their continued dedication and commitment towards transforming the JCF and its Auxiliary into a highly motivated and professional service despite the difficulties posed by budget limitations.

We continue to ask the Lord to bless and guide our nation in peace and justice, through the work of the JCF, and all who are associated with them in serving Jamaica, land we love.



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



The Most Rev. Charles Dufour

# CORPORATE GOVERNANCE

## Composition of Authority

In accordance with the PCOA Act, 2005, Section 3 Constitution of Authority – (1) which states that, “The Authority shall consist of not less than five nor more than seven members,” [Appendix 1] there are seven members appointed by the Governor General. The members of the Authority are: The Most. Rev. Charles Dufour (Chairman), Dr. the Hon. Marshall Hall, Mrs. Arlene Harrison Henry, Mr. Gladstone Lewars, Mr. Rudolph Hamilton, Pastor Glen Samuels and Professor Anthony Harriott.



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

## 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] In accordance with the PCOA Act, the Authority held 10 meetings for the calendar year 2013. However, for the period under review, the Authority held 9 meetings. For calendar year 2013, meetings were held on April 30, May 28, June 25, August 27, September 24, October 30, and November 26. Meetings were held on January 28 and February 25 in the 2014 calendar year. (See Attendance table below)

Members	Meetings Attended	Apologies
Bishop Charles Dufour, DD., C.D	9	-
Dr. The Hon. Marshall Hall, O.J	7	2
Professor Anthony Harriott	7	2
Rudolph Hamilton, O.D	7	2
Arlene Harrison Henry	6	-
Gladstone Lewars	7	2
Pastor Glen Samuels	1	4



# CHIEF EXECUTIVE OFFICER'S REPORT

## SHIFTING FOCUS TO AN EXAMINATION OF BROADER THEMES IMPACTING PERFORMANCE

This year will mark the first year since the inception of the PCOA that there has been a focus on broader thematic reviews of JCF Performance. This shift is consistent with the original concept and role of an independent oversight body for the police as set out in the JCF Strategic Review Report entitled: - *A New Era of Policing in Jamaica: Transforming the Jamaica Constabulary Force*. In this report the then proposed Office of the Inspector General of the Constabulary would among other things, inspect, monitor and review processes related to the JCF's internal accountability; whereas the PCOA would review broader thematic concepts. These broader thematic concepts are particularly important to identifying systemic gaps in the transformational process which require strategic initiatives in facilitating the process of transformation and culture change.

This shift in focus has come about at the right time. The JCF's Office of the Inspector General under the charge of a Deputy Commissioner has been operational for at least three years and routinely carries out standard inspections of formations and divisions. A period of three years is approximately the same time that we have spent developing credible proficiency in standard/routine inspections of stations and divisional performance. As a result we now have a deep understanding of JCF organizational structure, policies and standing orders, culture, customs and practices. This knowledge and understanding has served to provide a firm platform on which to support and roll out a programme of critically relevant thematic reviews.

This year, two thematic reviews have been approved by the Authority in an

area that has had significant public concern. As indicated in the Chairman's message these reviews relate to the causes and effects of *Overcrowding in Police lock-ups and; Children in Conflict with the Law [Custody Issues and Lock-up Conditions]*. Additionally, our routine monitoring activities included 8 geographical divisions. Whereas details of our findings and recommendations are set out in the specific reports, weak JCF internal accountability remains a notable problem across the Force. The failure to consistently enforce its own promulgated policies and standards is demonstrative of weaknesses in supervision [and culture] and translates to a range of unnecessary breakdowns and failures to provide professional policing. It is our view that strengthening internal accountability is the highest priority area for impact and opportunity for the JCF's Executive Management Team.

### PERFORMANCE REVIEW OF 2013/2014

#### THEMATIC INSPECTIONS

The thematic inspections sought to examine key policing issues in some detail and identify deficiencies as well as areas of good performance and report thereon. Such inspections are considered extremely important as they offer an opportunity to highlight specific aspects of policing, and offer solutions on the way forward in correcting inadequacies. Additionally, it is anticipated that these inspections will not only serve to inform future strategies and policies but also spread good practice in the policing area inspected.

Against this background, the Inspection and Monitoring Unit undertook two



Dave M. McIntosh

thematic inspections:

- *Understanding the Causes and Effects of Overcrowding in Police Lock-ups in Jamaica*
- *Children in Conflict with the Law [Custody Issues and Lock-up Conditions]*

The selection of these thematic inspections was largely based on their immediate relevancy to current public discourse. The PCOA sought not only to provide an understanding of these pressing issues but also to offer up possible solutions to ameliorate the problems being experienced.

While the wide release of the *Children in Conflict with the Law* report was delayed

during the period under review, the report - *Understanding the Causes and Effects of Overcrowding in Police Lock-ups in Jamaica* was disseminated to the Ministries of National Security and Justice in addition to the JCF, specifically the Inspectorate of the Constabulary and Detention and Courts.

Details of these inspections are outlined in Table 1 below and, a summary of the findings and recommendations from both reports in addition to, feedback from the targeted stakeholders can be found in **Appendices 2 & 3**.

THEMATIC INSPECTIONS	DIVISIONS	STATIONS	DATE OF INSPECTION
<b>Understanding the Causes and Effects of Overcrowding in Police Lock-ups in Jamaica</b>	Manchester	Mandeville	July 8, 2013
	St. Mary	Annotto Bay	July 8, 2013
	St. Mary	Oracabessa	July 8, 2013
	St. Elizabeth	Black River	July 9, 2013
	St. Ann	St. Ann's Bay	July 9, 2013
	Westmoreland	Savanna-la-mar	July 10, 2013
	St. James	Montego Bay	July 10, 2013
	St. Andrew North	Constant Spring	July 12, 2013
	St. Catherine North	Spanish Town	July 15, 2013
	St. Andrew South	Hunts Bay	July 19, 2013
St. Andrew Central	Half-Way-Tree	July 22, 2013	
<b>Children in Conflict with the Law [Custody Issues and Lock-up Conditions]</b>	Clarendon	Four Paths	January 28, 2014
	Clarendon	Milk River	January 28, 2014
	St. Ann	Moneague	January 28, 2014
	St. Ann	Alexandria	January 28, 2014
	St. Elizabeth	Nain	January 29, 2014
	Trelawny	Stewart Town	January 29, 2014
	Westmoreland	Frome	January 30, 2014
	St. James	Barrett Town	January 30, 2014
	St. Mary	Castleton	January 31, 2014
	St. Catherine North	Glengoffe	February 4, 2014
St. Catherine South	Bridgeport	February 5, 2014	

**Table 1: Divisions/Stations Targeted for Thematic Inspections during the period under review.**

## THEMATIC INSPECTIONS



St. Catherine South Division: Bridgeport Station.



During the year, five JCF Divisions were re-inspected. The Divisions were: St. Andrew South; Kingston Eastern; Westmoreland; St. Andrew North and Clarendon. Individual stations re-inspected were: Allman Town, Fletchers Land and City Centre (Kingston Central); Admiral Town and Tivoli Post (Kingston Western) and; Stadium, Matilda's Corner and UWI Post (St. Andrew Central). All told, some 40 stations across 8 Divisions were re-inspected during the period under review and this is reflected in Table 2. Findings from these re-inspections are summarized in **Appendix 4**.

## MONITORING (Re-inspections)

The last financial period marked the completion of inspections of **ALL** geographical JCF Divisions. Therefore, for the first time since the PCOA became fully operational in 2007, the focus was directed towards re-inspections of JCF Divisions as well as individual stations. These individual stations were selected based on their exclusion in previous Divisional re-inspections.

Re-inspections were incorporated in the schedule to monitor the implementation of recommendations outlined in initial inspection reports and in some cases, previous re-inspection reports.

Re-inspections covered the areas of General Policing which included Records and Station Management, Accountability and Prisoners' in custody. Additionally, key observations regarding the station plant and surroundings and transportation were also included.

A report on each inspection was submitted to the Ministry of National Security with copies distributed to the Commissioner of Police, the Inspectorate of the Constabulary as well as Divisional Commands, the Independent Commission of Investigations (INDECOM) and Police Service Commission (PSC).

DIVISIONS	STATIONS	DATE OF INSPECTION
St. Andrew South	Duhaney Park Newport Olympic Gardens Seaview Gardens Hunts Bay	May 13-16, 2013
Kingston Central	Allman Town Fletchers Land	August 13, 2013 August 13, 2013
St. Andrew Central	National Stadium	August 13, 2013
Kingston Central	City Centre Gold Street	August 20, 2013 August 20, 2013
St. Andrew Central	Matilda's Corner	August 20, 2013
Kingston Eastern	Bull Bay Harbour View Franklyn Town Rollington Town Vineyard Town Mountain View Rockfort Port Royal Elletson Road	September 16-30, 2013
Westmoreland	Bluefields Whithorn Savanna-la-mar Little London Whitehouse	October 7-9, 2013
St. Andrew North	Constant Spring Red Hills Stony Hill Grants Pen Gordon Town	November 5-14, 2013
Kingston Western	Tivoli Post Admiral Town	March 13, 2014
Clarendon	Chapelton Lionel Town Hayes Four Paths Mocho Frankfield May Pen	March 17 – 21, 2014
St. Andrew Central	UWI Post	March 25, 2014

Table 2: Stations re-inspected during the period 2013-2014.

### MONITORING (Re-inspections)



St. Andrew South Division: Hunts Bay Station.



Clarendon Division: Lionel Town Station.



St. Andrew North: Red Hills Station.



## EXIT INTERVIEWS

These interviews have become a mainstay in the monitoring process as it operates as a feedback system whereby, a visual presentation of the re-inspection report is conducted at a Divisional Tasking Meeting, which usually has all Station and Divisional Heads in attendance. Also present at these meetings are representatives from the Inspectorate of the Constabulary, who have opted for the second consecutive financial period, to participate in what is considered an essential exercise to correct deficiencies within the Force. Careful deliberation on pressing issues as well as concerns have continued to be the hallmark of these proceedings. While these exit interviews obtained for Divisional re-inspections, for the randomly re-inspected stations, brief meetings were held subsequent to each inspection.

## EXIT INTERVIEWS



Westmoreland Division.



Kingston Western Division.

## PUBLIC OUTREACH

The Authority during the period under review deviated from its customary focus on community based engagements. Instead various branches within the JCF and also stakeholders such as the Office of the Children Advocate and Child Development Agency were targeted for attention. Of note was the assistance provided by the PCOA Team to the JCF Research,

Planning and Legal Services Branch in re-formulating policy relating to firearms and ammunition diaries.

## PUBLIC OUTREACH



Representatives from stakeholder groups - the JCF and the Child Development Agency.



JCF Research, Planning and Legal Services.

## HUMAN RESOURCES

After making modest strides over the past two financial periods in filling vacancies within the organizational structure, there was a setback with the departure of the Director of Human Resources and Office Services during the 2013-14 period. Despite this development, the boosting of the capacity of the Inspection and Monitoring Unit some two financial periods prior, continued to yield positive outcomes for the Authority, especially as it related to islandwide inspection coverage during the period.

### Training

Unfortunately the PCOA was unable to participate in benchmarking training due to budgetary constraints. This exercise mainly involved making representation at the annual conference organized by the National Association for Civilian Oversight of Law Enforcement (NACOLE). However, building competences especially in the area of inspections and monitoring continued to be a priority notwithstanding the increased budgetary strictures. Prior to conducting the thematic inspection focusing on *Children in Custody*, the PCOA Inspection and Monitoring Unit

## HUMAN RESOURCES



Children's Advocate, Diahann Gordon Harrison (right) handing over certificates of participation to staff of the PCOA.

partnered with the Office of the Children's Advocate to receive training in the Child Justice Guidelines.

Having benefited from a familiarization/training course from the Ministry of National Security in the newly implemented Performance Management Appraisal System (PMAS), the PCOA fully administered the system by June, 2014.

## ROAD AHEAD

Going forward, we intend to continue to focus on thematic reviews and analysis in areas of the JCF's performance that are not only relevant, but also present high impact opportunities for service improvement. As such, we commit to continue to robustly engage the relevant multiple stakeholders to further the continued transformation of the JCF to a modern policing service that is trusted and respected by the citizenry of Jamaica.

**Dave M. McIntosh**  
Chief Executive Officer



**POLICE  
(CIVILIAN  
OVERSIGHT)  
AUTHORITY**

**FINANCIALS**





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## **INDEPENDENT AUDITOR'S REPORT**

**To the Board of Directors of the  
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 10 to 22, which comprise the Statement of Financial Position as at March 31, 2014, 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, 2014, 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.

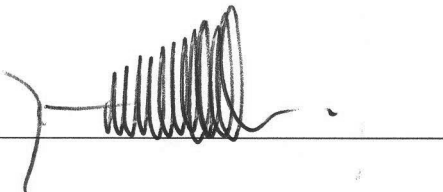
  
\_\_\_\_\_  
**Auditor General**

2015/09/15...  
Date

**Police Civilian Oversight Authority  
Statement of Financial Position  
as at March 31, 2014**

	Note	<u>2014</u> \$	<u>2013</u> \$
<b>Non-current assets</b>			
Property, plant and equipment	4	1,081,552	987,692
<b>Current assets</b>			
Receivables	5	925,810	925,810
Cash and cash equivalents	6	130,931	119,327
		<u>1,056,741</u>	<u>1,045,137</u>
<b>Current liabilities</b>			
Accounts payable	7	1,642,342	812,354
Employee benefits	8	3,170,461	7,561,927
		<u>4,812,803</u>	<u>8,374,281</u>
<b>Net current assets</b>		<u>(3,756,062)</u>	<u>(7,329,144)</u>
<b>Net assets</b>		<u>(2,674,510)</u>	<u>(6,341,452)</u>
<b>Non-current liabilities</b>			
Employee benefits	8	1,513,063	2,418,462
<b>Equity</b>			
Capital - GOJ investment	9	2,656,086	2,656,086
Accumulated deficit		(6,843,659)	(11,416,000)
Donated assets reserve	10	-	-
		<u>(4,187,573)</u>	<u>(8,759,914)</u>
<b>Total equity and liabilities</b>		<u>(2,674,510)</u>	<u>(6,341,452)</u>

Approved for issue on behalf of the Authority on JUNE 09, 2015 and signed on its behalf by:



Dave McIntosh  
Chief Executive Officer



The Most Rev. & Honourable Charles H. Dufour,  
D.D., O.J., C.D

Chairman of the Authority



**Police Civilian Oversight Authority  
Statement of Financial Performance  
for the year ended March 31, 2014**

	Note	<u>2014</u> \$	<u>2013</u> \$
<b>Revenue</b>			
Subvention		<u>40,570,607</u>	<u>37,989,115</u>
<b>Total operating revenue</b>		<u><b>40,570,607</b></u>	<u><b>37,989,115</b></u>
<b>Operating expenses</b>			
Compensation of employees	11	21,285,713	26,063,613
Travelling and transportation		5,448,541	5,695,640
Premises related expenses		3,525,645	3,525,645
Public utilities		1,608,181	1,530,879
Administrative expenses	12	3,573,789	3,975,882
Board fees		267,000	263,000
Depreciation		301,010	851,490
<b>Total operating expenses</b>		<u><b>36,009,879</b></u>	<u><b>41,906,149</b></u>
<b>Surplus/(deficit) from operating activities</b>		4,560,728	(3,917,034)
Transfer from donated assets reserve			271,702
Exchange rate gain/(loss)		11,576	11,260
Interest income		<u>37</u>	<u>34</u>
<b>Net surplus/(deficit) for the year</b>		<u><b>4,572,341</b></u>	<u><b>(3,634,038)</b></u>

**Police Civilian Oversight Authority  
Statement of Changes in  
Equity for the year ended  
March 31, 2014**

	<b>Capital GOJ Investment</b>	<b>Donated Assets Reserve</b>	<b>Accumulated Deficit</b>	<b>Total</b>
	\$	\$	\$	\$
<b>Balance as at March 31, 2012</b>	2,656,086	271,702	(7,781,962)	(4,854,174)
Amortisation of donated assets reserve		(271,702)		(271,702)
Surplus for the year			(3,634,038)	(3,634,038)
<b>Balance as at March 31, 2013</b>	2,656,086	-	(11,416,000)	( 8,759,914)
Amortisation of donated assets reserve		-		-
Surplus for the year			4,572,341	4,572,341
<b>Balance as at March 31, 2014</b>	2,656,086	-	( 6,843,659)	(4,187,573)

**Police Civilian Oversight Authority  
Statement of Cash Flows  
for the year ended March 31, 2014**

	<b>Note</b>	<b><u>2014</u></b> \$	<b><u>2013</u></b> \$
<b>Cash flows from operating activities</b>			
Surplus/(deficit) for the year		4,572,341	(3,634,038)
<b>Adjustments:</b>			
Depreciation		301,010	851,490
Increase/(Decrease) in accounts receivable		-	-
Increase/(Decrease) in accounts payable		829,988	(246,069)
Increase/(Decrease) in employee benefits		(5,296,865)	3,610,319
Transfer from donated assets reserve		-	(271,702)
Net cash from/(used in) operating activities		<u>406,474</u>	<u>310,000</u>
<b>Cash flows from investing activities</b>			
Capital expenditure		<u>(394,870)</u>	<u>(304,000)</u>
Net cash used in investing activities		<u>(394,870)</u>	<u>(304,000)</u>
<b>Cash flows from financing activities</b>			
Net cash flows from financing activities		<u>-</u>	<u>-</u>
<b>Increase in cash and cash equivalents</b>		11,604	6,000
Cash and cash equivalents at beginning of year		<u>119,327</u>	<u>113,327</u>
<b>Cash and cash equivalents at end of year</b>		<b><u>130,931</u></b>	<b><u>119,327</u></b>

The accompanying notes on page 16 to 23 form an integral part of the financial statements.

# Police Civilian Oversight Authority

## Notes to the Financial Statements

For the year ended March 31, 2014

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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 International Public Sector Accounting Standards (IPSAS). IPSAS's are developed by the International Public Sector Accounting Standards Board (IPSASB). The IPSAS Board is an independent board of the International Federation of Accountants (IFAC). IPSASs are based on International Financial Reporting Standards (IFRS).

IPSAS deals with public sector reporting issues not dealt with within IFRSs. The preparation of the financial statements to conform to IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the statement of financial position date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

#### b. Basis of preparation

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



# Police Civilian Oversight Authority

## Notes to the Financial Statements

For the year ended March 31, 2014

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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, 2014

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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, 2014**

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**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. Market Risk**

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



# Police Civilian Oversight Authority

## Notes to the Financial Statements For the year ended March 31, 2014

i. Currency risk

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

ii. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. Income and operating cash flows are substantially independent of changes in market interest rate. The Authority is not exposed to interest rate risk.

	<u>2014</u>	<u>2013</u>
	\$	\$
Cash and cash equivalents	<u>130,931</u>	<u>119,327</u>

b. Liquidity Risk

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

Financial liabilities	Carrying Amount	Contract Amount	Within 1-12 months	Within 1- 3 Years
	\$	\$	\$	\$
Accounts payable	1,642,342	1,642,342	1,642,342	-
Employee benefits	<u>4,683,524</u>	<u>4,683,524</u>	<u>3,170,461</u>	<u>1,513,063</u>
<b>March 31, 2014</b>	<b><u>6,325,866</u></b>	<b><u>6,325,866</u></b>	<b><u>4,812,803</u></b>	<b><u>1,513,063</u></b>

Financial liabilities	Carrying Amount	Contract Amount	Within 1-12 months	Within 1 - 3 Years
	\$	\$	\$	\$
Accounts payable	812,354	812,354	812,354	-
Employee benefits	<u>9,980,389</u>	<u>9,980,389</u>	<u>7,561,927</u>	<u>2,418,462</u>
<b>March 31, 2013</b>	<b><u>10,792,743</u></b>	<b><u>10,792,743</u></b>	<b><u>8,561,128</u></b>	<b><u>2,418,462</u></b>



**Police Civilian Oversight Authority**  
**Notes to the Financial Statements**  
**For the year ended March 31, 2014**

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

c. Credit risk

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

	<u>2014</u>	<u>2013</u>
	\$	\$
Cash and cash equivalents	130,932	119,327
Receivables	925,810	925,810
	<u>1,056,742</u>	<u>1,045,137</u>

**4. Property, plant and equipment**

	Computer Hardware	Office Equipment	Office Furniture	Total
	\$	\$	\$	\$
<b>At Cost or Valuation:</b>				
April 1 2013	2,774,491	824,363	1,783,601	5,382,455
Additions	325,870	69,000	-	394,870
Disposals	-	-	-	-
March 31, 2014	<u>3,100,361</u>	<u>893,363</u>	<u>1,783,601</u>	<u>5,777,325</u>
<b>Depreciation:</b>				
April 1 2013	2,686,726	809,918	898,119	4,394,763
Charge for the year	109,410	10,840	180,760	301,010
Disposals	-	-	-	-
March 31, 2014	<u>2,796,136</u>	<u>820,758</u>	<u>1,078,879</u>	<u>4,695,773</u>
<b>Net Book Value:</b>				
March 31, 2014	<u>304,225</u>	<u>72,605</u>	<u>704,722</u>	<u>1,081,552</u>
March 31, 2013	<u>87,765</u>	<u>14,445</u>	<u>885,482</u>	<u>987,692</u>

**Police Civilian Oversight Authority**  
**Notes to the Financial Statements**  
**For the year ended March 31, 2014**

**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>2014</u>	<u>2013</u>
	\$	\$
Cash at bank	<u>130,931</u>	<u>119,327</u>

**7. Accounts payable**

	<u>2014</u>	<u>2013</u>
	\$	\$
Accrued expenses	<u>1,642,342</u>	<u>812,354</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>2014</u>	<u>2013</u>
	\$	\$
<b>Current :</b>		
Provision for salary arrears	311,301	747,123
Provision for gratuity	2,055,919	6,390,123
Provision for vacation leave	803,241	424,681
	<u>3,170,461</u>	<u>7,561,927</u>
<b>Non-current:</b>		
Provision for gratuity	1,513,063	2,231,681
Provision for salary arrears	-	186,781
	<u>1,513,063</u>	<u>2,418,462</u>
	<u><b>4,683,524</b></u>	<u><b>9,980,389</b></u>

**Police Civilian Oversight Authority**  
**Notes to the Financial Statements**  
**For the year ended March 31, 2014**

**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>2014</u>	<u>2013</u>
	\$	\$
Salaries	26,582,578	21,830,692
Employee benefits	(5,296,865)	4,232,921
	<u>21,285,713</u>	<u>26,063,613</u>

**12. Administrative expenses**

	<u>2014</u>	<u>2013</u>
	\$	\$
Security services	2,207,100	2,154,450
Office expenses	429,846	579,021
Audit fee	207,572	11,500
Bank charges	9	5,293
Meals	61,960	66,600
Hotel accommodation	319,330	572,674
Staff training	30,500	4,000
Public relation services	-	31,000
Office supplies	317,472	551,343
	<u>3,573,789</u>	<u>3,975,881</u>

**POLICE  
(CIVILIAN  
OVERSIGHT)  
AUTHORITY**

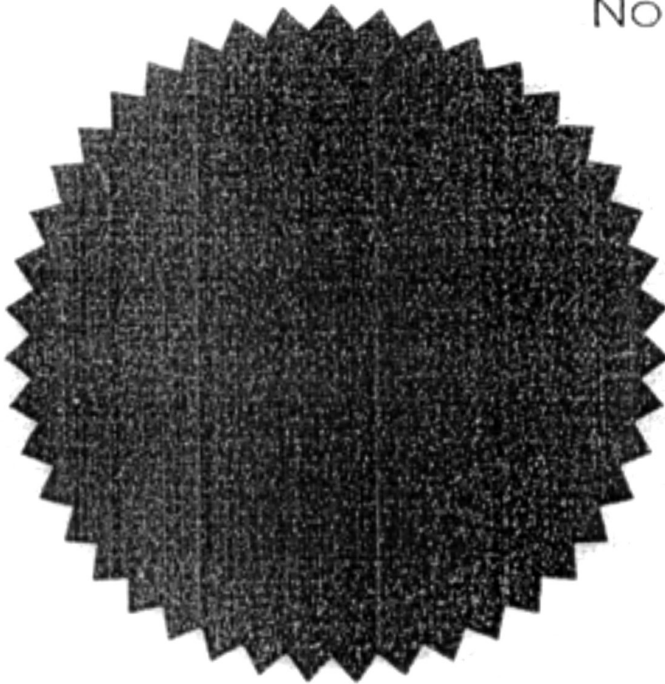
**APPENDICES**





# APPENDIX 1 - PCOA ACT OF 2005

No. 33-2005



I assent,

Governor-General.

28<sup>th</sup> day of December 2005

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

[ ]

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

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

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

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

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

“Auxiliaries” means—

- (a) the Island Special Constabulary Force constituted by the Constables (Special) Act; and
- (b) the Rural Police constituted by the Constables (District) Act;

“Force” means the Jamaica Constabulary Force.

Establishment and constitution of Authority. Schedule.

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

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

Functions of Authority.

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

- (a) monitor the implementation of policy relating to the Force and the Auxiliaries;
- (b) monitor the standard of performance of the Force and the Auxiliaries so as to ensure that internationally accepted standards of policing are maintained, and to report thereon;
- (c) conduct inspections of the Force and the Auxiliaries;
- (d) monitor the management and use of the financial and other resources of the Force and the Auxiliaries;
- (e) perform such other functions as may be necessary for promoting the efficiency of the Force and the Auxiliaries.

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

- (a) require the attendance of the Commissioner of Police or any other officer of the Force or the Auxiliaries;
- (b) call for and examine documents and records;
- (c) receive representations from members of the public in relation to the operation of the force and the Auxiliaries;
- (d) do all such other things as it considers necessary or expedient for the purpose of carrying out its functions under this Act.

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

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

- (a) enter premises occupied by any division of the Force or by any of the Auxiliaries;
- (b) require a member of the Force or of any of the Auxiliaries to furnish such information or to produce such category of documents or records as may be specified in the authorization; and
- (c) inspect and examine such documents or records and make copies thereof.

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

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

(2) A person who—

- (a) obstructs, hinders or prevents an officer or employee of the Authority from entering any premises referred to in section 4(3);
- (b) fails or refuses to give information or to produce any document or record required by that officer,

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

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

Reference of matters by Authority.

- (a) the Police Service Commission;
- (b) the Minister;
- (c) the Commission for the Prevention of Corruption; or
- (d) the Commissioner of Police,

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

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

Annual  
Report.

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

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

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

Report to  
Minister.

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

Restriction  
of disclosure  
and  
publication  
of  
information.

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

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

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

Regulations

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



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

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

Repeal of  
Part VI of  
Constabulary  
Force Act.

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

SCHEDULE

(Section 3)

*The Police (Civilian Oversight) Authority*

Constitution  
of Authority.

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

- (a) two members shall be members of the Police Service Commission;
- (b) one member shall be a duly qualified accountant;
- (c) subject to sub-paragraph (2), one member shall be a person with operational experience in security services.

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

- (a) a serving member of the Jamaica Constabulary Force, or any of the Auxiliaries or the Jamaica Defence Force;
- (b) a member of the first class of the Jamaica National Reserve.

Tenure of  
Office.

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

(2) Every member shall be eligible for reappointment.

Chairman.

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

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

Acting-  
appointments.

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

Resignation.

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

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

*The Police (Civilian Oversight) Authority  
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6. The Governor-General after consultation with the Prime Minister and the Leader of Opposition may at any time revoke the appointment of any member.

Revocation  
of  
appointment.

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

Filling of  
vacancies.

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

Gazetting of  
member-  
ship.

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

Funds of  
Authority.

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

Accounts  
and audit.

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

Estimates.

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

Appoint-  
ment of  
staff.

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

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

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

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

Seal and  
execution of  
documents.

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

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

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

Proceedings  
and  
meetings.

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

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

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

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

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

Protection  
of members.

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

Remuneration  
of members.

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

Office of  
member  
not public  
office.

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

Provisions  
applicable  
when no  
Leader of  
Opposition.

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

- (a) there is no person holding the office of Leader of the Opposition; or
- (b) the holder of that office is unwilling or, by reason of his illness or absence from Jamaica, unable to perform his functions in that regard,

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



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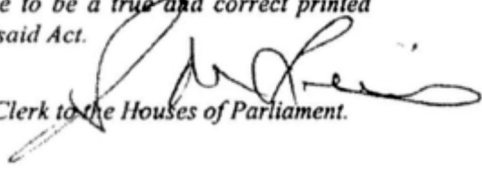
Passed in the House of Representatives this 25th day of October, 2005.

O. T. WILLIAMS  
*Deputy Speaker.*

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

SYRINGA MARSHALL-BURNETT, C.D.  
*President.*

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

  
*Clerk to the Houses of Parliament.*

## APPENDIX 2 • SUMMARY OF FINDINGS AND RECOMMENDATIONS FROM THEMATIC INSPECTIONS FOR THE PERIOD 2013/14

During the period under review, the PCOA pursued thematic inspections which focused on two specific policing issues which were as follows:

- *Understanding the Causes and Effects of Overcrowding in Police Lock-ups in Jamaica*
- *Children in Conflict with the Law [Custody Issues and Lock-up Conditions]*

A summary of the findings in addition to recommendations are outlined herein Appendix 2.

### UNDERSTANDING THE CAUSES AND EFFECTS OF OVERCROWDING IN POLICE LOCK-UPS IN JAMAICA (July 8-22, 2013)

#### Overview

Overcrowding in police lock-ups in Jamaica is arguably a looming catastrophe. Indeed there have been several instances each year, which will be outlined in this report, to suggest that the situation is not only acute but an entrenched crisis, threatening not only the safety of persons in custody but also police officers alike. Therefore, the aim of the inspection was to identify the underlying causes of chronic overcrowding and propose tangible managerial options, which when applied, would reduce the number of persons in lock-ups, and by extension habitual overcrowding.

#### Scope

In general, chronic overcrowding predominantly occurs at some 10 to 14 specific lock-ups in Jamaica. These tend to be representative of parish capitals, densely populated commercial areas, and/or urbanized inner city annexes in rural parishes. Therefore, the methodology employed for this inspection involved sampling 11 of these lock-ups to provide a basis for an understanding of the problem. The factors that were determined to significantly contribute to overcrowding, were assessed within the framework of the standard criteria (Jamaica Constabulary Force Standing and Force Orders; local legislation and international Conventions and Treaties).

JCF AREAS	DIVISIONS	STATIONS LOCK-UPS	DATES OF INSPECTION
One	St. James	Montego Bay	July 10, 2013
	Westmoreland	Savanna-la-mar	July 10, 2013
Two	St. Ann	St. Ann's Bay	July 9, 2013
	St. Mary	Annotto Bay	July 8, 2013
		Oracabessa	July 8, 2013
Three	Manchester	Mandeville	July 8, 2013
	St. Elizabeth	Black River	July 9, 2013
Four	St. Andrew Central	Half-Way-Tree	July 22, 2013
	St. Andrew South	Hunts Bay	July 19, 2013
Five	St. Andrew North	Constant Spring	July 12, 2013
	St. Catherine North	Spanish Town	July 15, 2013

Table 1: Scope of thematic inspection.

## Critical Findings

- The PCOA Team found that typically, the persons in lock-ups could be divided into five categories:
  - Persons who were remanded in custody by the court (Remandees)
  - Persons offered bail but unable to take up said bail.
  - Convicted persons.
  - Persons awaiting their first court appearance (Not Yet Before Court - NYBC), and
  - Detainees. (Table 2)
- Remandees, Persons offered bail, and Convicted persons, were the three largest groups contributing significantly to overcrowding. When all combined, these categories of persons represented between **91% - 325%** of the gazetted capacity of the 11 lock-ups inspected. (Table 2)
- The categories with persons awaiting their first court appearance (NYBC) and Detainees, accounted for between **0% - 87.5%** of the gazetted capacity occupying the lock-ups inspected. NYBC and Detainees, when combined were less significant contributors than the previously mentioned three groups. The 87.5% as mentioned was an uncharacteristic outlier. (Table 2)
- Based on the accumulated data, the removal of the three largest categories of persons in lock-ups, which is allowable within the provisions of existing legislation, would create a lock-up population that is more manageable. (Table 2)

LOCATIONS	GAZETTED CAPACITY (A)	REMAND (B)	BAIL OFFERED (C)	CONVICTED (D)	% Overcrowding caused by groups B,C & D	NYBC/ID PARADE (E)	DETAINEES (F)	% Overcrowding caused by groups E & F	TOTAL
Annotto Bay	12	13	0	0	108.3	0	2	16.67	15
Oracabessa	10	12	3	0	150	4	0	40	19
St. Ann's Bay	22	17	14	0	140.91	0	0	0	31
Montego Bay (Freeport)	110	53	43	4	90.91	28	18	41.82	146
Constant Spring	15	18	7	1	173.33	3	0	20	29
Hunts Bay	28	37	13	0	178.57	18	25	153	93
Spanish Town	46	93	39	8	304.35	7	7	30.43	154
Half-Way-Tree	90	111	21	9	156.67	0	4	4.44	145
Savanna-la-mar	30	26	10	3	130	5	0	16.67	44
Black River	25	16	11	5	128	6	1	28	39
Mandeville	24	43	30	5	325	13	8	87.5	99
<b>Total</b>	<b>412</b>	<b>439</b>	<b>191</b>	<b>35</b>	<b>161.41</b>	<b>84</b>	<b>65</b>	<b>36.17</b>	

**Table 2: Number of prisoners in custody at Stations during inspection.**

- Improper application of the Bail Act (Section 22), as it relates to persons being held without charge and awaiting identification parades, also contributed to the problem of overcrowding.
- There were several instances of persons being held at stations other than where they were initially processed. Further investigations revealed that seven Divisions had lock-ups that were either condemned or out of service as illustrated in Table 3. These condemned and out of service lock-ups accounted for 133 gazetted spaces, representing 7.69% in the amount of prisoners that the JCF can accommodate.

AREA	DIVISION	STATION WITH UNUSED CELLS	CAPACITY	REASON
One	St. James	Barnett Street	50	To be commissioned
	Westmoreland	Little London	6	Condemned
Two	St. Mary	-	-	-
	St. Ann	St. Ann's Bay (1 cell)	4	Out of service
Three	Manchester	Cross Keys	9	Condemned
	St. Elizabeth	Malvern	10	Condemned
		Nain	15	Out of service
		Lacovia	15	Out of service
Four	St. Andrew Central	August Town	5	Condemned
		Cross Roads	10	Out of service
Five	St. Catherine North	Guys Hill	9	Condemned
Total			133	

Table 3: Divisions and Stations with unused lock-ups.

### Areas of Opportunity and Recommendations

Overall the sample data indicated that the categories of 'Remandees'; 'Persons offered bail but unable to take up'; and 'Convicted Persons' all combined represented between 90.91% - 325 % of the gazetted capacity of the 11 lock-ups inspected while, the persons awaiting their first court appearance (NYBC) and detainees accounted for between 0 - 87.5% of the gazetted amount at the lock-ups inspected.

**Recommendations:** The PCOA recommends the systematic reduction and eventual removal of the three above-mentioned categories of persons from the lock-ups, and emphasizes that the legislative provisions exist for this to be achieved. However, the PCOA recognizes that significant practical and varying levels of difficulty exist for the removal of all three categories of persons. As a result, the categories may be addressed individually with the predicted relative benefit.

Other solutions may entail, finding spaces at adult correctional centres and/or remand centres and preparing the necessary commitments; it may also mean building additional centres or the Minister exercising his power, under Section 6 of The Corrections Act, by declaring a place as an adult correctional centre; it may mean that the courts exercise greater efficiency in preparing the necessary commitments, in a timely manner, to remove convicted prisoners from police lock-ups; and it may mean that bail sums and/or sureties are reduced to allow persons to take up bail offers. Generally it may mean consistent monitoring, analyzing, assessing, and collecting of data on admission and length of stay of prisoners in police custody. Additionally, the sharing of said information with stakeholders so that the appropriate decisions can be made to rescue an ailing situation.

### Other Findings/Concerns

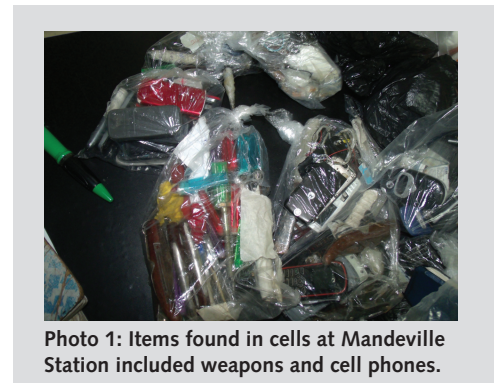
- 7. There was a high prisoner to police ratio:** During the period inspected, the PCOA Team found that there was a significant shortage of police officers assigned to Detention and Courts and not enough officers were deployed for duty at any of the lock-ups inspected. The deployment ratio for these lock-ups indicated that the officers assigned to lock-up duties were outnumbered in all instances. There were ratios as high as thirty-eight prisoners to one police officer (38:1), to as low as three prisoners to one police officer (3:1). At five of the cells visited the PCOA Team could not see the inside of the cells because of the high prisoner population and opening the cells would constitute a breach of Force Manual Standing Orders Vol. II Chapter 41, V, B, 3.
- 8. Lack of Cell Checks and Visits:** The high prisoner to police ratio presented a serious challenge for officers to carry out their duties effectively. Six of the ten lock-ups inspected did not meet the required standard as it pertained to cell searches, which are to be done once per week. Five of the ten lock-ups were in contravention of JCF Force Order 2602 Part I Sub No.1 dated 1997-04-17 which requires physical cell checks to be done once every 24 hours. All lock-ups, with the exception of Oracabessa, did not meet the required standard as it pertains to cell visits that are to be done once every hour. This constituted a breach of Force Manual Standing Orders Vol. II Chapter 41, V, M, 3. (See Table 4)



Station	Cell Visit		Physical Checks		Cell Searches	
	Required	Found	Required	Found	Required	Found
Annotto Bay	168	120	7	7	1	1
Black River	168	50	7	-	1	0
Constant Spring	168	137	7	5	1	9
Mandeville	168	70	7	0	1	2
Montego Bay	168	95	7	7	1	-
Oracabessa	168	169	7	7	1	2
Savanna-la-mar	168	80	7	15	1	0
St. Ann's Bay	168	121	7	5	1	0
Hunts Bay	168	164	7	58	1	0
Half-Way-Tree	Inspection was aborted due to reported outbreak of Tuberculosis (TB) in the lock-up					

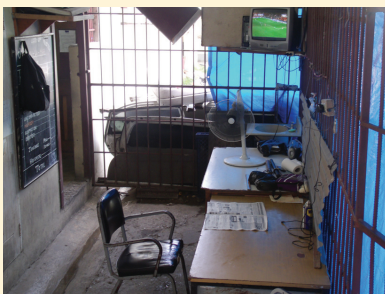
**Table 4: Established cell visits, checks and searches of JCF lock-ups between July 8 -16, 2013.**

Noted challenges encountered when endeavouring to conduct the above included limited personnel to too many prisoners and poorly lit cells. These challenges made it virtually impossible to achieve the purpose for which these audit activities were intended. The risk of escape from lock-ups is increased as the possibility of detecting structural breaches is significantly reduced. Similarly, the probability of finding unauthorized items (Photo 1) such as weapons and phones is seriously compromised when security audits are either not completed as required or, are not carried out.



**Photo 1: Items found in cells at Mandeville Station included weapons and cell phones.**

- Inadequate Officers' ablution facilities:** A general inadequacy of bathroom and ablution facilities existed for officers doing cell duties at all of the stations inspected. The processing areas and bathroom facilities that were previously assigned were being used as holding areas and bathrooms for the prisoners. As a result, cell staff was observed at Savanna-la-mar and the Spanish Town lock-ups, processing prisoners outdoors.



**Photo 2: Savanna-la-mar Station processing area. Note that both tarpaulin and zinc are used to shield sections of the work area where persons in custody are processed.**



**Photo 3: Spanish Town Station processing area. Note that this area is enclosed by a chain-link fence and is in close proximity to a gas cylinder for a canteen located near to the lock-up.**

- Lighting:** The lighting in all cells at the police lock-ups inspected was very poor, except at the Mandeville lock-up where cell roofs were elevated, which allowed natural light in the daytime (Photo 4 & 5). The poor lighting in the cells and overcrowding made it difficult to conduct proper cell checks and visits by cell staff.



**Photo 4: Hallway of lock-up at Montego Bay Station with dim light and articles of clothing strung over ventilation covers blocking natural light.**



**Photo 5: Hallway of lock-up at Spanish Town Station with dim lighting.**

11. **Prisoners' toilets and showers:** Prisoners' toilets and showers at the lock-ups inspected were in a deplorable, inhumane and unhealthy state. The walls of the showers were dirty, with paint peeling away, stained with filth and mould. At the Savanna-la-mar Station five of the eight toilets were out of use and the wash sink had no tap which resulted in the pipe running continuously. There were buckets at each cell at the Hunts Bay lock-up which were used as temporary urinals (**Photos 6, 7, 8 & 9**). At the Spanish Town lock-up several toilets were out of commission and one bathroom was used by approximately sixty prisoners. This resulted in prisoners using plastic bags to defecate and then disposing of same on the compound of the station. Prisoners also urinated through holes in the walls of the hallway, that left a stench which affected the cafeteria next door. (**Photos 10 & 11**)



Photo 6: Non-functional toilet at the Savanna-la-mar Station lock-up.



Photo 7: Wash sink at the Savanna-la-mar Station lock-up.



Photo 8: Bathrooms at Hunts Bay Station lock-up.



Photo 9: Temporary urinals at the Hunts Bay Station lock-up.



Photo 10 & 11: Urinal area and bags with faeces outside cell area at Spanish Town Station.



12. **Ventilation:** Ventilation systems in the police lock-ups were not effective thereby resulting in most cells being extremely hot. During its inspection, the Team found it extremely difficult to adjust to these conditions, whilst viewing the lock-ups. As such a prisoner who is restricted to such conditions, in an overcrowded cell has to be adversely affected. Prisoners complained that the cells were hot and it caused them to feel sick at times. For example at the Savanna-la-mar Station the holes used as air passages to release air, from the ventilation fans, were blocked hindering the free movement of air. (**Photo 12**)
13. **Beds/Bedding:** There were insufficient bunks and in some instances no bunks in the cells visited, so some of the prisoners were compelled to sleep on the floor. There was also a general inadequacy of bedding or soft material to place on concrete bunks, and prisoners complained about this uncomfortable situation. In some instances, prisoners used items of clothing to pad their bunks to cushion themselves from the bare surfaces of their bunks (**Photos 13–16**).



Photo 12: Blocked ventilation ducts at the Savanna-la-mar Station.



Photo 13 & 14: No bunks at Black River and Hunts Bay Stations.



Photo 15: A bunk at the Montego Bay lock-up.



Photo 16: Clothing hammock at the Spanish Town Station.



14. **Lack of medical screening at time of arrest:** At all stations inspected, the PCOA Team did not find evidence of initial medical screening for persons being taken into custody. This deficiency poses a serious health risk to prisoners and officers given the chronic overcrowding conditions. On the day that the PCOA Team visited the Half-Way-Tree lock-up, the inspection could not take place because of an outbreak of Tuberculosis in the lock-up. It was reported at the time of our departure, that two officers and two persons in custody had tested positive for Tuberculosis.

15. **Infestation of Pests:** During the inspections the PCOA Team observed and was further informed by both the Police Officers and persons in custody, of the infestation of roaches and other pests in the lock-ups. The persons in custody said that they were plagued by the insects especially at night time when it was extremely dark. At the Montego Bay and Hunts Bay lock-ups it was observed that roaches had been running around during the daytime (**Photos 17-18**).



Photos 17 & 18: Roaches seen crawling in the cells at the Hunts Bay and Montego Bay lock-ups.

## CHILDREN IN CONFLICT WITH THE LAW [CUSTODY ISSUES AND LOCK-UP CONDITIONS] JANUARY 27 – FEBRUARY 5, 2014

### Overview

All across the world countries have made it unlawful for children to be held in custody indefinitely in police lock-ups. Jamaica is no different as The Child Care and Protection Act, 2004 at section 67, outlines limited conditions, under which children can be held at police lock-ups. If specific conditions and procedures are not adhered to, then these cases could be deemed unlawful. In light of the above, this inspection sought to determine whether or not children are in police custody, in contravention of The Child Care and Protection Act. This involved examining the following as it relates to children in police custody: whether children are still being kept in police lock-ups and if so are they being held for long periods; whether their rights are being upheld when they come in conflict with the law; and what standards of policing are offered by police officers assigned to police lock-ups.

### Scope

The scope of the inspection of children in custody included an examination of stations that are designated [by the JCF] to hold children in JCF Area 1 (St. James, Trelawny, and Westmoreland), JCF Area 2 (St. Ann and St. Mary), JCF Area 3 (Clarendon, Manchester, and St. Elizabeth), and JCF Area 5 (St. Catherine South and St. Catherine North). This coverage includes all JCF Areas except JCF Area 4, which is the corporate area and in close proximity to the Metcalfe Juvenile Remand Centre. The locations that were inspected are outlined in Table 1.

Area	Division	Stations	Date of Inspection
One	St. James	Barrett Town	January 30, 2014
	Trelawny	Stewart Town	January 29, 2014
	Westmoreland	Frome	January 30, 2014
Two	St. Ann	Alexandria	January 28, 2014
		Moneague	January 28, 2014
	St. Mary	Castleton	January 31, 2014
Three	Clarendon	Milk River	January 28, 2014
		Four Paths	January 28, 2014
Five	St. Catherine South	Bridgeport	February 5, 2014
	St. Catherine North	Glengoffe	February 4, 2014

**Table 1: Children in custody stations inspected.**

The format of the inspection included interviews, examination of documents and observations. The PCOA Team also interviewed the Sub-Officers and Constables, working with the children in custody. The PCOA Team also met with and interviewed the Acting CEO of the Child Development Agency (CDA) and the Children's Advocate from the Office of the Children's Advocate (OCA). The children in custody were also interviewed with specific questions targeted to get insight into their custodial experiences.

At the locations the PCOA Team focused on selected diaries and books for compliance with established pieces of legislation and JCF policies. The review period for the diaries and books was seven days prior to the date the Team arrived at each location.


## Key Findings

1. The PCOA Team found that there were children (boys only) in police lock-ups inspected and they were found to be held in contravention of the provisions outlined in Section 67 of The Child Care and Protection Act. Several factors were discovered by the Inspection Team as to why this section of the law was not followed. These factors were: OCA's recommendation, as outlined in JCF Force Orders No. 3288 Dated June 10, 2010 Appendix "B" and poor communication between the police and the CDA regarding the removal of children from lock-ups.
2. Although children were kept at specific police lock-ups across the island, none were reportedly designated as Juvenile Remand Centres in accordance with Section 47 (c) of the Correctional Act.
3. There was a widespread practice of improper application of The Child Care and Protection Act, where the CDA was not informed forthwith by Officers or Sub-officers that children were in custody of the police. (Table 2)

Child in Custody	Gender	Date in Custody	Days in Custody	Status (Charged/Not Charged)	Evidence of station(s) contact to CDA/OCA	Evidence CDA/OCA Updated by JCF Detention and Courts (Weekly)
CICSA1	M	January 22, 2014	6	Not Charged	None	Seen
CICJ2	M	January 16, 2014	14	Not Charged	None	Seen
CICW2	M	January 24, 2014	6	Not Charged	None	Seen
CICW3	M	January 15, 2014	15	Charged	None	Seen
CICW4	M	January 29, 2014	1	Charged	None	Seen
CICW5	M	January 30, 2014	3 hours	Not Charged	None	New case
CICW1	M	January 25, 2014	5	Not Charged	None	Seen
CICSJ1	M	January 30, 2014	6 hours	Not Charged	None	New case
CICSJ3	M	January 13, 2014	17	Charged	None	Seen
CICSC1	M	February 2, 2014	2	Not Charged	None	New case

Table 2: Summary of Children in Custody in JCF Lock-ups as seen on PCOA Inspection

### Key

 Does not conform to provisions of Child Care and Protection Act and JCF Force Orders 3410 dated October 11, 2012

 Conforms to JCF Force Order Serial 3410 dated Oct 11, 2012

4. Limited transportation and human resources was also a contributing factor to why children were found in police lock-ups. The PCOA Team found that most of the children (mainly boys) detained for longer than the 24 hour period specified in the Bail Act, were in the western parishes. It was discovered that in those parishes the police would keep the children in lock-ups until after their first court appearance. Thereafter if the children are remanded by the court, they would be transported to the Metcalfe Street Juvenile Remand Centre in Kingston. The logistical and transportation challenge was even more significant when the next court appearance of a child was within days of the first, as in those instances they would experience challenges in finding a suitable vehicle and personnel to transport children to Kingston and back.
5. Access to Legal Representation was another factor contributing to why children were found in lock-ups. The PCOA Team found that of the 10 male children seen in police custody, four did not have legal representation. These children had been detained for up to 14 days, on reasonable suspicion of committing offences.

## Recommendations

The PCOA maintains that it is unlawful to hold children in police lock-ups and as such recommends that the JCF fully complies with the provisions of Section 67 of the Child Care and Protection Act as it relates to "Bail or Detention of Child". Additionally the JCF must ensure the enforcement of JCF Force Orders Dated October 11, 2012, No 3410 Sub. No. 1, which further requires immediate notification of the CDA by the police at the station level.



The PCOA also recommends that JCF Force Orders NO.3288 Dated June 10, 2010 Appendix "B" be rescinded as it gives rise to a practice which is unlawful under the Child Care and Protection Act.

In addition, the PCOA recommends that the Minister seeks to :

- a. Ammend the Child Care and Protection Act to allow for children to be held at police lock-ups under special conditions or;
- b. Designate the lock-ups presently being utilized to hold children, as Juvenile Remand Centres under Section 47 of The Corrections Act.

It is also recommended that the JCF should enforce the minimum standard of records and entries in appropriate books, of the notifications between stations and the CDA regarding children in custody.

### Other Findings

- 6. Except for the Alexandria Station the conditions in which children were kept in custody did not satisfy the United Nations Convention on the Rights of the Child and the United Nations Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules) to which Jamaica became a signatory in September 2, 1990.
- 7. **Lighting:** All lock-up facilities for children visited by the PCOA Team covering the northern section of the island had adequate lighting. The lighting systems at those facilities were such that if the children needed to read there was adequate lighting to do so. However, the lighting at the facilities visited by the PCOA Team covering the southern section of the island was inadequate, causing difficulty for children in custody if they needed to read. At the Frome facility there was no internal lighting system either inside the cells or in the passage in front of the cells. Children in custody at that facility said that at nights they depended on the reflection of light from the security lamps to see. A similar situation was found at the Nain facility.



Photos 1 & 2: Absence of lighting fixtures in the ceiling of the passage in front of the cells and also inside a cell at the Frome Station lock-up.



Photo 3: The security lamps, which offer the only source of light at night albeit a reflection, at the Frome Station lock-up.

- 8. **Lock-up Toilets and Bathroom facilities:** With the exception of the Alexandria Station lock-up, the bathroom facilities at all the lock-ups inspected were in a deplorable condition, requiring cleaning, stripping of the walls and repainting. At the facilities in the northern section there were no complaints from the children that the toilets or showers were nonfunctioning. At the Frome facility one of the toilets was not serviceable.



Photo 4: A view of the bathroom at Barrett Town Station.



Photo 5: A view of bathroom at Castleton Station.



Photo 6: Clogged toilet in lock-up at the Frome Station.

9. **Ventilation:** With the exception of Castleton and Alexandria Stations, ventilation systems in the lock-ups were not effective, resulting in most lock-ups being extremely hot. Ventilation holes were sealed or had objects before them hindering adequate air supply. The children complained that the cells were hot and it caused them to feel sick at times. This excessive heat coupled with poor circulation of air can lead to suffocation and ill health.



Photo 7: Blocked out ventilation in cell at Stewart Town Station.



Photo 8: View of ventilation area with objects blocking it in cell at Barrett Street Station.

10. **Beds/Bedding:** Some stations had sufficient bunks while in other instances no bunks were available for sleeping, so some of the children were compelled to sleep on the floor. There was also a general inadequacy of bedding or soft material on the concrete bunks, and the children complained about this uncomfortable situation. The PCOA Team observed that only the Alexandria Station had some padding on the concrete bunk. In some instances the children used items of clothing to cushion themselves from the bare surfaces of the floor.



Photo 9: Cell at the Alexandria Station with mattress on bunks.



Photo 10: Cell at Barrett Town Station without bunks and bedding.



Photo 11: Cell at Castleton Station without bedding on bunk.



Photo 12: Cell at Glengoffe Station without bedding on bunk.

11. **Health and Psychological Services:** The PCOA Team found that children in custody have access to emergency medical care if they become ill. If necessary, they are taken to Ministry of Health facilities such as hospitals and health centers in close proximity to the respective Station lock-ups. The PCOA noted with concern that no special provisions are made to process and treat children in custody, who require medical attention at the Ministry of Health facilities. As a result, considerable time is spent at these facilities thereby increasing the risk of exposure of the children to the public.
12. **Education Services:** The PCOA Team found that a number of the children in custody for over 48 hours were not registered in or attending any school because they were expelled from their various institutions. However, the police supplied them with books in subject areas that they may have expressed some interest. In one case children in custody at the Barrett Town Station mentioned that they are allowed to watch educational programs if they are well behaved.



Photo 13 & 14: Examples of books and pamphlets given to children in custody by the police at the Alexandria and Barrett Town Stations.

13. **Family Contact:** The PCOA Team confirmed from all the children in custody that at the time of their arrest their parents had been notified that they were arrested and also the station that they would be kept. However the PCOA Team was not able to find any documented evidence to indicate that the parents were in fact contacted at the time of arrest or where their children were held in custody. Further checks were also done to confirm if family members visited stations where their children were held in custody. The checks revealed that all stations inspected did not have a Visitors' Register in place. This is a breach of JCF Manual of Force Standing Orders, Vol. II Chapter 41 Section III B. (Table 3)

Child in Custody	Documented evidence of Parent or Guardian Contact at time of arrest	Family Visits	Remarks
CICSA1	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICW1	None	Child confirmed he had family visits.	This was a new case.
CICW2	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICW3	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICW4	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICW5	None	No family visit.	This was a new case and this child was only being held until his parents arrived.
CICSJ1	None	No family visit.	This child was taken in custody on the same day as the inspection and was awaiting station bail by parents.
CICSJ2	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICSJ3	None	Child confirmed he had family visits.	No documented evidence that the child was visited by parents. No Visitors' Register was in place.
CICSCN1	None	No family visit.	This was a new case.

**Table 3: Children in custody with no documented evidence of family contact.**

# APPENDIX 3 • SUMMARY OF STAKEHOLDER RESPONSES TO THEMATIC INSPECTIONS

The PCOA conducted two (2) comprehensive island-wide studies on matters of significant national concern. A summary of the stakeholder feedback and responses is as follows:

## Understanding the Causes and Effects of Overcrowding in Police lock-ups in Jamaica

This report was disseminated to the primary relevant stakeholders (the Ministry of Justice and the Jamaica Constabulary Force) in January 2014, for discussion and feedback.

Fervent interest in the report did not materialize until August (5 months after the review period) in the wake of the Mario Deane death-in-custody incident in Montego Bay. At that time Cabinet established a Sub-Committee comprising of the Ministers of Justice and National Security to review the detention system across the island and to develop a strategic response to the issue of the treatment of persons in lock-ups and correctional facilities.

Co-Chairman of the cabinet sub-committee the Hon. Mark Golding, Justice Minister formally conveyed his appreciation for the quality of work previously done by the PCOA on this subject, as it played a key role in assisting the cabinet in its deliberations in responding to this significant problem.

## Children in Police Lock-ups in Jamaica

The dissemination of this report resulted in the formation of a multi agency task force primarily consisting of the Ministry of National Security, several branches of the JCF including Centre for the Investigation of Sexual Offences and Child Abuse (CISOCA), the Child Development Agency (CDA) and the Office of the Children's Advocate. CDA taking the lead has expressed its appreciation and concurrence with the findings and recommendations. The CDA has subsequently undertaken to conduct the necessary staff work with the Ministry of Justice to have a key and inherent conflict between S.67 (3) of the Child Care and Protection Act and S.47 (c) of the Corrections Act resolved by way of legislative amendments. This conflict effectively obstructs the CDA as the agency recognized with the responsibility for the care and protection of children, from causing children to be removed from the lock-ups on notification.



# APPENDIX 4 • SUMMARY OF RE-INSPECTION FINDINGS FOR THE PERIOD 2013/14

During the captioned period under review, the PCOA Inspection and Monitoring Unit (IMU) conducted re-inspections of five geographical Jamaica Constabulary Force (JCF) Divisions. The Divisions were: St. Andrew South, Kingston Eastern, Westmoreland, St. Andrew North and Clarendon. Nine stations within three Divisions in the corporate area were also selected for standalone re-inspections. These stations were: Allman Town, Fletchers Land, City Centre and Gold Street (Kingston Central); National Stadium, Matilda's Corner and UWI Post (St. Andrew Central) and Tivoli Post and Admiral Town (Kingston Western).

With the exception of the Kingston Eastern Division, not all stations within the remaining four Divisions were re-inspected. This was due to financial limitations precipitated by a reduced budget allotment for the period under review. The selection of stations for re-inspection was therefore based primarily on maximizing output by covering a cluster of stations within close proximity in the Division and also including stations, where there were concerns expressed in initial inspections. Therefore in some instances, comparisons were negated. Meanwhile, the decision to re-inspect individual stations hinged on their exclusion in the previous inspection of the Division.

The focus of these re-inspections were on selected areas of police service delivery – Records Management with emphasis on entries in Station Diaries, Firearms and Ammunition Registers, General Property Books and Sudden Death Registers and in the case of the Clarendon Division, the Warrant Book, Citizen Complaints Register and Juvenile Caution Register; Station Management including human and other resource management such as electricity and water, in addition to inspections by the Division; and, Prisoners in Custody (PIC), which encompasses an examination of the PIC Register, Prisoners' Cards and Remand Book as well as the condition and capacity of cells.

Overall, while improvement was evident in the management of records at some stations, overwhelmingly improper management of records continues to permeate the JCF Divisions. Similarly the situation with the condition and maintenance of the physical plants throughout the JCF remains a serious concern.

The salient findings from all re-inspections are summarized in tables offering comparisons where possible, highlighting improvements or lack thereof, recommendations implemented and, key observations.

## FINDINGS

### DIVISION: ST. ANDREW SOUTH

Date of First Inspection: July 25 – August 2, 2012

Date of Re-inspection: May 13-16, 2013

Stations	Station Diary		Firearm & Ammunition Registers*		General Property Book		PIC Register**		PIC Cards**		Gazetted Cell Capacity		Comments
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	
Newport West	FMA	FMA	MA	MA	MA	MA	FMA	MA	NPIC	MA	NPIC	MA	1. Improvement in the management of records evident despite hiccup with Station Diary.
Olympic Gardens	FMA	NI	MA	NI	MA	NI	NA	NA	NA	NA	NA	NA	
Seaview Gardens	FMA	NI	MA	NI	NE	NI	NA	NA	NA	NA	NA	NA	
Duhaney Park	FMA	FMA	MA	MA	MA	FMA	MA	MA	MA	MA	FMA	FMA	1. Overcrowding in the lock-up remains a concern.
Hunts Bay Station	FMA	FMA	MA	FMA	MA	FMA	FMA	MA	MA	FMA	FMA	FMA	1. The management of records was dismal this time around, and requires urgent attention. 2. Ventilation fans in the lock-up were inoperable. 3. Chronic overcrowding in lock-up remains an issue.

#### KEY

<span style="background-color: red; color: white; padding: 2px;"> </span>	Failed to Maintain Adherence to JCF Policy
<span style="background-color: green; color: white; padding: 2px;"> </span>	Maintained Adherence to JCF Policy
<span style="background-color: white; border: 1px solid black; padding: 2px;"> </span>	Not Applicable
<span style="background-color: yellow; border: 1px solid black; padding: 2px;"> </span>	No Entries for the period reviewed
<span style="background-color: purple; border: 1px solid black; padding: 2px;"> </span>	Not Included in re-inspection

<span style="background-color: orange; border: 1px solid black; padding: 2px;"> </span>	No Prisoners-in-Custody
<span style="border: 1px solid black; padding: 2px;">*</span>	The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336
<span style="border: 1px solid black; padding: 2px;">**</span>	Prisoners in Custody (PIC)

## CRITICAL OBSERVATIONS

- The PCOA Team observed in the 2012 inspection unsecured confiscated contraband being stored on the roof of a building at the Hunts Bay Station. Although highlighted for remedy then, during the 2013 re-inspection, the Team noted that the said contraband remained atop the same building.



Photo 1: Contraband on top of building as seen in 2012 at the Hunts Bay Station.



Photo 2: Contraband on top of building as seen in 2013 at the Hunts Bay Station.

## DIVISION: KINGSTON EASTERN

Date of First Inspection: September 25 – October 3, 2012

Date of Re-inspection: September 16-30, 2013

Stations	Station Diary		Firearm & Ammunition Register*		General Property Book		PIC Register**		PIC Cards**		Gazetted Cell Capacity		Comments
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	
Bull Bay	MA	FMA	MA	MA	MA	MA	MA	MA	MA	MA	FMA	FMA	1. Records management at this Station was far superior to all others in the Division. 2. Improvements were made to bathroom facility which was in a deplorable condition in 2012.
Harbour View	FMA	FMA	MA	MA	MA	FMA	NA	NA	NA	NA	NA	NA	1. Management of records needs improvement.
Franklyn Town	FMA	FMA	MA	MA	MA	NE	NA	NA	NA	NA	NA	NA	1. Management of Station Diary requires attention.
Rollington Town	FMA	FMA	MA	FMA	MA	MA	NA	NA	NA	NA	NA	NA	1. More attention required to improve records management.
Vineyard Town	FMA	FMA	MA	FMA	MA	MA	NA	NA	NA	NA	NA	NA	1. Management of records needs improvement.
Mountain View	FMA	FMA	MA	FMA	MA	MA	MA	MA	MA	MA	FMA	FMA	1. Overcrowding in lock-ups remains a concern.
Rockfort	FMA	FMA	MA	MA	MA	MA	NA	NA	NA	NA	NA	NA	1. Records in fairly good order, with exception of Station Diary.
Port Royal	FMA	FMA	MA	FMA	MA	NE	MA	MA	MA	MA	FMA	FMA	1. No improvements implemented to ventilation system since highlighted in 2012. 2. Similarly huge cracks in the ceiling of building remain. 3. Overcrowding in the lock-up remains a concern.
Elletson Road	FMA	FMA	MA	FMA	MA	FMA	NA	NA	NA	NA	NA	NA	1. Fall off in the management of records evident.

### KEY

Failed to Maintain Adherence to JCF Policy

Maintained Adherence to JCF Policy

Not Applicable

No Entries for the period reviewed

\* The Firearm and Ammunition Registers were combined according to JCF F/O May 12, 2011 Serial #3336

\*\* Prisoners in Custody (PIC)



## CRITICAL OBSERVATIONS

1. Although a shortage of personnel was highlighted in the 2012 inspection, the PCOA Team returned to find during the re-inspection that stations were unable to perform all duties effectively, such as patrol duties because of the inadequate number of police personnel. At some stations in the Division there were two or three police officers scheduled for duty per shift. For instance, at the time of re-inspection, the Port Royal station had two officers scheduled for duty for the morning shift. As a result the PCOA Team was unable to execute a full PIC inspection.
2. Several old derelict motor vehicles and motorcycles cluttered the compound of some stations in the Division. These conditions pose potential health threats as they can serve as breeding areas for vermin, thereby endangering the health of JCF personnel and the general public. Criminals can also use the old motor vehicles as shields to mount attacks on the police thereby making them a security risk.



Photos 1 & 2: Derelict motor vehicles on the compound of the Bull Bay Station on September 16, 2013.



Photo 3: Motorcycles at the Harbour View Station on September 17, 2013.



Photo 4: Motorcycles at the Elletson Road Station on September 30, 2013.

3. The perimeter fencing/wall at the Elletson Road, Rollington Town, Vineyard Town, Port Royal, Rockfort, Bull Bay and Harbour View Stations were all low. This problem was highlighted in the 2012 inspection, but remained unchanged. At the Mountain View Station there was an absence of fencing between the station and an abandoned building, which could result in members of the public easily interacting with detainees. It must be iterated that these fencing problems pose a serious security risk to both JCF personnel and property as there is easy access to the compounds of these stations by unauthorized persons.

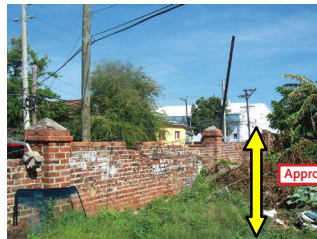


Photo 5: Low perimeter wall at the Elletson Road Station on October 1, 2012.



Photo 6: Low perimeter wall at the Elletson Road Station on September 30, 2013.



Photo 7: No perimeter fence between abandoned house and lock-up at the Mountain View Station as seen on September 27, 2012.



Photo 8: No perimeter fence between abandoned house and lock-up at the Mountain View Station September 24, 2013.



Photo 9: Low perimeter wall at the Rollington Town Station in September 26, 2012.



Photo 10: Low perimeter wall at the Rollington Town Station on September 19, 2013.

4. There was a pile of old mouldy books being stored in the canteen at the Harbour View Station. The inhalation of such mould and other dust particles associated with these books can cause respiratory and other health related problems.



**DIVISION: WESTMORELAND**

Date of First Inspection: February 27 – March 30, 2012

Date of Re-inspection: October 7-9, 2014

Stations	Station Diary		Firearm & Ammunition Registers*		General Property Book		PIC Register**		PIC Cards**		Gazetted Cell Capacity		Comments
	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	
Bethel Town	FMA	NI	FMA	NI	MA	NI	MA	NI	FMA	NI	MA	NI	
Bluefields	FMA	MA	MA	MA	MA	MA	NA	NA	NA	NA	NA	NA	1. Excellent management of records.
Frome	FMA	NI	MA	NI	MA	NI	MA	NI	MA	NI	MA	NI	
Little London	FMA	MA	FMA	MA	MA	MA	NA	NA	NA	NA	NA	NA	1. Outstanding improvement evident in records management.
Morgan's Bridge	FMA	NI	MA	NI	MA	NI	NA	NA	NA	NA	NA	NA	
Negril	FMA	NI	MA	NI	MA	NI	FMA	NI	FMA	NI	MA	NI	
Savanna-la-mar	FMA	MA	FMA	MA	FMA	MA	MA	MA	MA	MA	FMA	FMA	1. Outstanding improvement apparent in the management of records. However, overcrowding in the lock-up remains a profound concern especially as it relates to the safety and security of persons held in custody as well as police personnel. Such conditions make it difficult to conduct cell inspections.
Whitehouse	FMA	MA	FMA	MA	MA	MA	NA	NA	NA	NA	NA	NA	1. Outstanding improvement evident in records management.
Whithorn	FMA	MA	MA	MA	MA	MA	NA	MA	NA	MA	NA	MA	1. Excellent management of records. It must be noted that during the 2012 inspection the lock-up was closed as there was a breakout staged by prisoners. Upon the return of PCOA Team in 2014, the lock-up was reopened and an inspection was conducted.
Darlistan	FMA	NI	MA	NI	MA	NI	NA	NA	NA	NA	NA	NA	

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- Not Applicable
- Not Included in re-inspection
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336
- \*\* Prisoners in Custody (PIC)

**CRITICAL OBSERVATIONS**

- All stations re-inspected (Whitehouse, Bluefields, Whithorn, Savanna-la-mar, and Little London) were in breach of JCF Force Order #3336, Sub. No. 3, dated May 12, 2011 and JCF Force Order #3435, Sub. No. 2, dated April 4, 2013. The stations continue to use separate books to record the issue, receipt, and the return of firearms and ammunition. JCF Force Order #3336, Sub. No. 3, dated May 12, 2011 and JCF Force Order #3435, Sub. No. 2, dated April 4, 2013 promulgates the use of a single register for activities relating to the issue and return of firearms and ammunition.
- The PCOA Team was pleased to observe that the plane, which was on the compound of the Little London Station on the 2012 inspection, had been secured elsewhere on the property and the wing that was suspected to have aviation fuel, drained.



Photo 1: Children playing on plane March 2012.



Photo 2: Plane in different location away from access by children as seen October 2013.

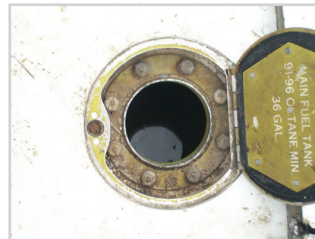


Photo 3: Possible fuel in the plane's wing tank seen in March, 2012.



Photo 4: Wing tank without fuel as seen in October 2013.



**DIVISION: ST. ANDREW NORTH**

**Date of Inspection: November 17, 2009 – February 3, 2010**

**Date of Re-inspection: November 5-14, 2013**

Stations	Station Diary		Firearm & Ammunition Register *		General Property Book		PIC Register**		PIC Cards**		Gazetted Cell Capacity		Comments
	2009	2013	2009	2013	2009	2013	2009	2013	2009	2013	2009	2013	
Red Hills	MA	FMA	FMA	FMA	FMA	FMA	MA	MA	ANI	MA	ANI	FMA	1. Deterioration in the management of records evident.
Stony Hill	FMA	FMA	FMA	FMA	FMA	FMA	MA	MA	ANI	MA	ANI	FMA	1. Management of records remained abysmal and recommendations for remedy largely ignored. 2. A number of entries made in diaries regarding concerns about overcrowding and cell disturbances.
Lawrence Tavern	FMA	NI	FMA	NI	FMA	NI	MA	NI	ANI	NI	ANI	NI	
Grants Pen	FMA	FMA	FMA	FMA	FMA	FMA	MA	MA	ANI	MA	ANI	FMA	1. Management of records remained abysmal and recommendations for remedy largely ignored.
Mavis Bank	FMA	NI	FMA	NI	FMA	NI	NA	NA	NA	NA	NA	NA	
Gordon Town	FMA	FMA	MA	FMA	FMA	NE	NA	NA	NA	NA	NA	NA	1. Management of records needs serious attention.
Irish Town	FMA	NI	FMA	NI	FMA	NI	NA	NA	NA	NA	NA	NA	
Constant Spring	MA	FMA	FMA	FMA	FMA	FMA	MA	MA	ANI	MA	ANI	FMA	1. Deterioration in the management of records evident. 2. A number of entries made in diaries regarding concerns about overcrowding and cell disturbances in the lock-up.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- Not Applicable
- No Entries for the period reviewed
- Not Included in re-inspection
- Area initially not included in inspections
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336
- \*\* Prisoners in Custody (PIC)

**CRITICAL OBSERVATIONS**

1. There was sectional damage in the perimeter fence enclosing the compounds of the Red Hills and Constant Spring stations. Additionally, there was an absence of a section of the perimeter fence at the Gordon Town Station. Such conditions pose a security risk to both personnel and the public as unauthorized persons can access the compound of the stations unimpeded.



Photo 1: Defective perimeter fencing at the Red Hills Station as presented on November 5, 2013.

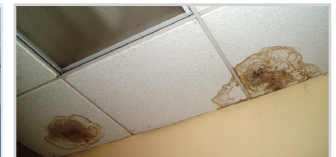


Photo 2: Absence of perimeter fencing at Gordon Town Station as presented November 12, 2013.

2. The ceilings at the St. Andrew North Division Traffic building and at the Grants Pen Station were damaged. The PCOA Team noted that letters were written to the Area 5 Command requesting that repairs be done to the traffic building. There was also an absence of some ceiling tiles which exposed electrical wires at the Grants Pen Station. If continually ignored, damage to equipment and furniture from rain may result.



Photos 3 & 4: Damaged ceiling at the St. Andrew North Division as presented November 13, 2013.



Photos 5 & 6: Missing ceiling tiles, exposed electrical wire and water marks on ceiling at the Grants Pen Station on November 7, 2013.

**DIVISION: ST. ANDREW NORTH (cont'd)**

3. There were several old derelict motor vehicles and motorcycles on the compound of the Stony Hill and Constant Spring stations. The Team further observed that letters were sent from the Division to the Area 5 Command requesting the disposal of stated vehicles.



Photo 7: Motor vehicles at the Constant Spring Station on November 6, 2013.



Photo 8: Motorcycles at the Stony Hill Station on November 13, 2013.

**DIVISION: CLARENDON**

Date of Inspection: November 19-29, 2012

Date of Re-inspection: March 17-21, 2014

Stations	Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Prisoners Charge & Property Book		PIC Register**		PIC Cards**		Gazetted Cell Capacity		Comments
	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	
Chapelton	FMA	MA	FMA	MA	MA	MA	MA	MA	MA	FMA	MA	FMA	MA	FMA	MA	MA	1. While marked improvement was evident in the keeping of some records, there was some fall off in other areas of records management. 2. Station is still utilizing makeshift PIC cards known as "chips".
Lionel Town	FMA	FMA	MA	MA	MA	FMA	MA	MA	MA	FMA	FMA	FMA	FMA	FMA	MA	MA	1. More attention required to address issues relating to records management. 2. There was no change to the security arrangements at the lock-up. The lock-up is still located approximately 22ft from the station and has no static guards or guard room attached to it. 3. A gate leading to the rear of the station where the cell block is located still remained opened and unmanned despite recommendations to address the situation in 2012.
Hayes	FMA	FMA	FMA	MA	MA	FMA	MA	NE	NA	NA	NA	NA	NA	NA	NA	NA	1. The management of records demands further attention.
Four Paths	FMA	FMA	MA	FMA	MA	MA	MA	NE	MA	MA	MA	MA	MA	MA	MA	MA	1. Records were in fairly good order however, there is still room for improvement.
Mocho	FMA	FMA	FMA	FMA	MA	MA	NE	MA	NA	NA	NA	NA	NA	NA	NA	NA	1. The management of records requires further attention.
Milk River	FMA	NI	FMA	NI	NE	NI	MA	NI	NA	NA	NA	NA	NA	NA	NA	NA	
Frankfield	FMA	MA	FMA	MA	FMA	U	NE	MA	NA	NA	NA	NA	NA	NA	NA	NA	1. Implementation of previous recommendations evidenced by the improvement in the management of records.
Crofts Hill	FMA	NI	FMA	NI	NE	NI	MA	NI	NA	NA	NA	NA	NA	NA	NA	NA	
Rock River	MA	NI	FMA	NI	NE	NI	MA	NI	NA	NA	NA	NA	NA	NA	NA	NA	
May Pen	FMA	FMA	FMA	FMA	NE	FMA	MA	MA	MA	MA	MA	MA	MA	MA	FMA	FMA	1. Management of some records require further attention. 2. Several notations in Cell Diary during the period regarding overcrowded cells in the lock-up.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- Not Applicable
- No Entries for the period reviewed
- Not Included in re-inspection
- Unavailability of Book
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336
- \*\* Prisoners in Custody (PIC)



## CRITICAL OBSERVATIONS

1. The Mocho Station was still in a state of disrepair. There was rotting wood along the staircase, missing and rotting rails and no fencing around the station. The floor boards on the second level were rotting and necessitated careful navigation to avoid falling through to the ground floor. The PCOA Team was in fact informed that in February 2014, an officer fell through the rotting floor boards. However, he was not severely injured. There were broken windows on the second floor of the Station. The ceilings in the kitchen and downstairs bathroom were also in a state of disrepair.



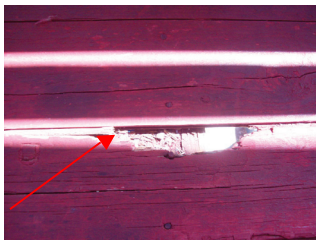
Photo 1 & 2 Missing rails at the Mocho Station as seen in 2012 and 2014.



Photos 3 & 4: Rotting wood along staircase at the Mocho Station as seen in 2012 and 2014.



Photos 5 & 6: Missing floor boards at the Mocho Station as seen on March 19, 2014.



Photos 7 & 8: Rotting rails at the Mocho Station as seen on March 19, 2014.



Photo 9: Rotting walls in the Mocho Station as seen on March 19, 2014.



Photo 10: Broken pane in the window at the Mocho Station on March 19, 2014.



Photos 11 & 12: Kitchen and bathroom ceilings in disrepair at the Mocho Station as seen on March 19, 2014.



2. At the Frankfield Station the kitchen and bathroom doors required replacement. The Station was also infested with a large number of wasp nests.



Photos 13 & 14: Kitchen and Bathroom doors in need of replacement at the Frankfield Station as seen on March 20, 2014.



Photo 15: Wasp nests seen at the Frankfield Station on March 20, 2014.

**STATION: ALLMAN TOWN**  
**DIVISION: KINGSTON CENTRAL**

Date of Inspection: November 15 - December 20, 2010  
 Date of Re-inspection: August 13, 2013

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Diary		Comments
2010	2013	2010	2013	2010	2013	2010	2013	
FMA	FMA	FMA	FMA	FMA	NE	MA	U	1.Management of records was found lacking and demands attention.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- Not Applicable
- No Entries for the period reviewed
- Unavailability of Book
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATIONS**

- On the issue of security at the Allman Town Station there were at least three windows from two neighbouring properties opening into the Station yard, which was highlighted for remedy during the 2010 inspection. However, the issue remained as such during the 2013 inspection.



Photo 1 & 2: Windows in perimeter wall of neighbouring property of Allman Town Station in 2010.



Photos 3 & 4: Windows still located in perimeter wall of neighbouring property of Allman Town Station in 2013.

**STATION: FLETCHERS LAND**  
**DIVISION: KINGSTON CENTRAL**

Date of Inspection: November 15 - December 20, 2010  
 Date of Re-inspection: August 13, 2013

Station Diary		Firearm & Ammunition Registers*		Comments
2010	2013	2010	2013	
FMA	MA	FMA	MA	1. Marked improvement in the management of records inspected. This indicated that recommendations from the previous inspection were implemented.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATIONS**

- Four of the five perimeter security lights at the Station were not working. This is a security and safety threat for the officers at the station, especially those who work on the night shift.



Photo 1: One of four perimeter lights out of service at the Fletchers Land Station as seen on August 13, 2013.



**STATION: CITY CENTRE  
DIVISION: KINGSTON CENTRAL**

**Date of Inspection: November 15 - December 20, 2010  
Date of Re-inspection: August 20, 2013**

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Comments
2010	2013	2010	2013	2010	2013	2010	2013	
FMA	MA	FMA	MA	FMA	FMA	MA	MA	1. Records were in fairly good order and reflected a marked improvement since initial inspection.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATIONS**

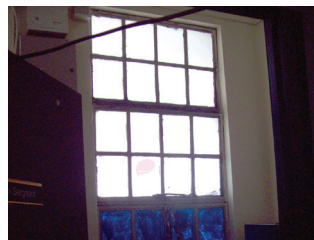
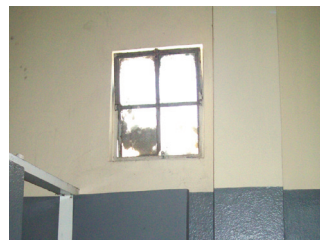
- There was structural damage to the building housing the City Centre Station as a section of the ceiling upstairs was in need of repairs, leaking whenever it rained. Additionally, several windows were either broken, unable to close or had missing panes. These issues were highlighted in the 2010 inspection report, however remain unresolved.



Photos 1 & 2: Sections of the ceiling in need of repairs as seen on August 20, 2013.



Photos 3, 4 & 5: Missing windows in Station building as seen on August 20, 2013.



Photos 6 & 7: Windows unable to close as seen on August 20, 2013.

Photo 8: Broken window as seen on August 20, 2013.

**STATION: GOLD STREET  
DIVISION: KINGSTON CENTRAL**

**Date of Inspection: November 15 - December 20, 2010  
Date of Re-inspection: August 20, 2013**

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Comments
2010	2013	2010	2013	2010	2013	2010	2013	
FMA	FMA	FMA	FMA	FMA	NE	MA	NE	1. Management of records remained abysmal despite recommendations issued for improvement.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- No Entries for the period reviewed
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATIONS**

- Sections of the ceiling were in disrepair at the station. In the area designated for washing (specifically laundry for police personnel) there was a breakage in the ceiling material and, in the hallway ceiling downstairs there were exposed electrical wires and uncovered sockets and outlets. In addition, large cracks were visible on the walls and columns in various areas of the station. These issues can result in possible injury and harm to police personnel and the public and also damage government property such as furnishings and equipment.



Photo 1: Exposed electrical wiring in unrepaired ceiling.



Photo 2: Cracks in ceiling showing exposed steel.



Photo 3: Torn away section of ceiling.



Photo 4: Uncovered electrical socket.



Photo 5 & 6: Cracks in the wall at the station.



- There was sewage water flowing in front of the station. This has caused a foul smell to permeate the atmosphere in the station and the immediate vicinity. This situation could result in health related problems for JCF personnel and members of the public utilizing the station.

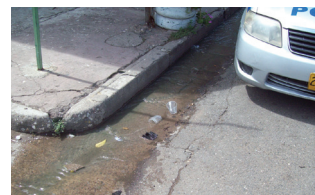


Photo 7: Sewage water flowing in front of the station.

**STATION: NATIONAL STADIUM  
DIVISION: ST. ANDREW CENTRAL**

Date of Inspection: January 19 – February 2, 2012  
Date of Re-inspection: August 13, 2013

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Comments
2012	2013	2012	2013	2012	2013	2012	2013	
FMA	FMA	MA	MA	MA	FMA	MA	MA	1. Further improvement in the management of records is required.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**STATION: MATILDA'S CORNER  
DIVISION: ST. ANDREW CENTRAL**

Date of Inspection: January 19 – February 2, 2012  
Date of Re-inspection: August 20, 2013

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Comments
2012	2013	2012	2013	2012	2013	2012	2013	
MA	FMA	MA	MA	MA	FMA	MA	MA	1. A fall off in the keeping of records was evident.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATION**

- In the 2012 inspection report, the PCOA Team focused attention on a pile of old motorbikes located close to the station building which raised concerns of possible rat infestation. Upon a revisit of the station in 2013, it was revealed that the officers' barracks located at the rear of the station was being plagued by rats. It was also revealed that Health Authorities visited the station and found from their investigation that the clutter of old bikes as well as the seized vehicles located all over the compound was contributing to the rat infestation problem. The continual presence of such clutter (pile of motorcycles, derelict cars among other old items) which facilitates breeding places for rats may endanger the health of both police personnel and users of the station.



Photo 1: Rat droppings on the floor in the officers' barrack rooms as seen on August 20, 2013.



Photo 2 & 3: Pile of motorcycles as seen at the station in 2012 and 2013, respectively.





**STATION: UWI/MONA POST**  
**DIVISION: ST. ANDREW CENTRAL**

**Date of Inspection: January 19 – February 2, 2012**  
**Date of Re-inspection: March 25, 2014**

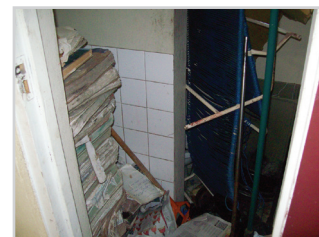
Station Diary		Firearm & Ammunition Registers		General Property Book		Sudden Death Register		Comments
2012	2014	2012	2014	2012	2014	2012	2014	
FMA	FMA	MA	MA	MA	MA	MA	NE	1. Records were kept in good order with the exception of the Station Diary.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- No Entries for the period reviewed
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336

**CRITICAL OBSERVATION**

1. There were some old station records stockpiled in a bathroom along with other debris. The bathroom is located in an area where unauthorized persons could easily gain access. It was also noted that the records were not properly secured as they were placed on the floor of the bathroom. This situation may result in not only these records being easily removed by unauthorized persons, but also being destroyed by water or mould.



**Photo 1: Stack of old records among debris on bathroom floor.**

**STATION: TIVOLI POST**  
**DIVISION: KINGSTON WESTERN**

**Date of Inspection: June 28 – July 5, 2012**  
**Date of Re-inspection: March 13, 2014**

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		Comments
2012	2014	2012	2014	2012	2014	2012	2014	
FMA	MA	MA	MA	FMA	NE	MA	NA	1. Records were in fairly good order. 2. There was no Sudden Death register implemented at the station as reports are now made at the Divisional Headquarters.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- No Entries for the period reviewed
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336



**STATION: TIVOLI POST (cont'd)**  
**DIVISION: KINGSTON WESTERN**

**CRITICAL OBSERVATIONS**

1. The Tivoli Gardens Police Post was renovated and handed over to the JCF on February 20, 2014. The overall area and facility was upgraded and the existing furnishings, equipment and bathroom facilities were replaced and new security fencing erected at the rear of the station.



**Photo 1: Frontal view of Tivoli Gardens Post as seen on June 29, 2012.**



**Photo 2: Frontal view of Tivoli Gardens Station as seen on March 13, 2014.**

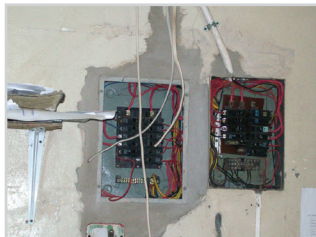


**Photo 3: Rear of the station without security fencing as seen on June 29, 2012.**



**Photo 4: New security fencing at the rear of station as seen on March 13, 2014.**

2. There was still an opened electrical panel at the Post with protruding wires and this was also the situation during the 2012 inspection. This situation left unattended can become a fire hazard if exposure to water occurs.



**Photo 5: Exposed electrical wires at the Tivoli Gardens Post as seen on June 29, 2012.**



**Photo 6: Exposed electrical wires at the Tivoli Gardens Post as seen on March 13, 2014.**

**STATION: ADMIRAL TOWN  
DIVISION: KINGSTON WESTERN**

**Date of Inspection: June 28 – July 5, 2012  
Date of Re-inspection: March 13, 2014**

Station Diary		Firearm & Ammunition Registers*		General Property Book		Sudden Death Register		PIC Register**		PIC Cards		Gazetted Cell Capacity		Comments
2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	2012	2014	
MA	FMA	MA	MA	MA	FMA	MA	MA	MA	MA	MA	MA	MA	FMA	1. Records were in fair order however, there is room for improvement. 2. During the initial inspection the lock-up was designated to hold children, however upon re-inspection, male adult prisoners were being held in the lock-up.

**KEY**

- Failed to Maintain Adherence to JCF Policy
- Maintained Adherence to JCF Policy
- \* The Firearm and Ammunition Registers were combined as stipulated by JCF F/O May 12, 2011 Serial #3336
- \*\* Prisoners in Custody (PIC)

**CRITICAL OBSERVATION**

- The PCOA Team observed that the station gate was torn away. This situation allowed unhindered access to the station compound and posed a safety and security risk to JCF personnel and general property items stored on the compound of the station.



Photos 1&2: Absence of a section of gate at the rear entrance of station as presented on March 13, 2014.

- The PCOA Team observed that there was still missing windows at the station and, this same situation existed during the 2012 inspection. The Team further observed that an air condition was located inside this room and the room was not properly sealed. This situation results in the wastage of electricity and also contributes to the cost of electricity.



Photos 3 & 4: Missing window panes as seen on June 28, 2012 and March 13, 2014, respectively.

## CONTACT INFORMATION



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** [www.facebook.com/pcoa.gov](https://www.facebook.com/pcoa.gov)**

# NOTES





