



POLICE
(CIVILIAN OVERSIGHT)
AUTHORITY



ANNUAL REPORT

APRIL 1, 2017 - MARCH 31, 2018



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NOMENCLATURE & ABBREVIATIONS

ACP

Assistant Commissioner of Police

DHQ

Divisional Headquarters

IOC

Inspectorate of Constabulary

IMU

Inspection and Monitoring Unit

JCF

Jamaica Constabulary Force

NACOLE

National Association for Civilian
Oversight of Law Enforcement

OIC

Officer in Charge

PCOA

Police (Civilian Oversight) Authority

PIC

Prisoners in Custody

PSC

Police Service Commission

SDC

Social Development Commission

SP

Superintendent of Police

SSP

Senior Superintendent of Police

ABOUT THE PCOA

VISION

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

To aid the transformation of the Jamaica Constabulary Force and its Auxiliary 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 Auxiliary;
- Monitor the standard of performance of the Force and the Auxiliary so as to ensure that internationally accepted standards of policing are maintained, and to report thereon;
- Conduct inspections of the Force and its Auxiliary;
- Monitor the management and use of financial and other resources of the Force and the Auxiliary; and
- Perform other such functions as may be necessary for promoting the efficiency of the Force and its Auxiliary.

CHAIRMAN'S MESSAGE



Professor Anthony Harriott

The PCOA takes the civilian in its name seriously. In Jamaica and right across the Caribbean and Latin America, there is a greater understanding that our security doctrines, our police forces and larger security establishments ought to be and, in some cases, need to be transformed to bring them in line with what has been labelled Citizen Security. I believe that for Jamaica, this project is a vital developmental imperative. It is difficult to imagine the achievement of Vision 2030 without us squarely facing the challenges of a Citizen Security informed police transformation.

Citizen Security is a new way of thinking about security that centres on the citizen. From this perspective, policing is about serving the citizen; being responsive to their security needs and concerns. And, at times, simply being helpful to them – especially in emergency situations. It is about respecting their rights. It follows that if the police is to deliver on these principles, it must operationalize them in its plans and everyday practices. It must transform how policing is done and thus, how policing is experienced by our citizens.

Our national security policy documents now use the language of Citizen Security. The proposed *Police Service Act* is to be guided by the principles of Citizen Security. The security establishment is now obliged to more seriously consider policing as a service to the public and not simply as “crime-fighting.”

Making such a shift at the level of policy is a first step to changing behaviour. Making this shift in behaviour is however, only possible if there is robust internal and external accountability. During the period under review, the PCOA assigned itself the task of working with the JCF to develop a framework of accountability, which would improve policing outcomes and increase public confidence in the police. The reports on the inspections which were conducted by the PCOA were important inputs which formed the basis for discussions on what improvements should be made and how to make them. Accountability is about access to information. It is also about taking responsibility for agreed outcomes. The *Exit Area Accountability Meetings* which are referred to in the subsequent text are a part of this process. The annual report is also in many ways an exercise in reporting on the inspection processes and their outcomes.

We freely admit that there are weakness in the system of oversight and we anticipate legislation that will facilitate corrective action. We look forward to the new oversight arrangements and, with it, better police accountability to the public, improved service and a Jamaica that is “secure, cohesive and just.”

Professor Anthony Harriott
Chairman, Police (Civilian Oversight) Authority

THE YEAR IN NUMBERS

**STATION
INSPECTIONS**

126

**DIVISIONAL
INSPECTIONS**

12

**EXIT
DISCUSSIONS**

11

**ACCOUNTABILITY
FRAMEWORK
MEETINGS**

3

REPORTS

12

**MEMBERS
MEETINGS**

10

MEMBERS OF THE PCOA



Members of the Police (Civilian Oversight) Authority (2017) from left to right are: Mr. Gladstone Lewars, Mrs. Jacqueline Hinkson, Professor Anthony Harriott, Chairman, Errol Strong and Dr. the Hon. Marshall Hall. Missing is: Pastor Glen Samuels

CORPORATE GOVERNANCE

Composition of Authority

Six members appointed by the Governor General comprised the Authority for the year under review. This was in accordance with the PCOA Act of 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 3] The members of the Authority were: Mr. Errol Strong, Dr. the Hon. Marshall Hall, Mrs. Jacqueline Hinkson, Mr. Gladstone Lewars, Pastor Glen Samuels and Professor Anthony Harriott. During the period, Mr. Errol Strong was appointed the new Chairman of the Authority by the Governor General, in the wake of the resignation of Professor Anthony Harriott as Chairman, on February 1. Mr. Strong’s appointment took effect on February 12. Previously, Mr. Strong served as a member of the Authority since November 3, 2016.

Meetings and Attendance



Commissioner of Police, George Quallo (right) along with Chairman of the JCF Secretariat to the PCOA, SSP Desmond Brooks (second from right) meeting with PCOA Members on October 26, 2018

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 3]**

For the period under review, the Authority held 10 meetings. For calendar year 2017, meetings were held on April 27, May 25, June 28, July 26, August 2, October 5, October 26 and November 16. Meetings were held on January 29 and March 14 in the 2018 calendar year. **[See Table 1]**

In addition, at these meetings, the members engaged in discussions with various stakeholders which included: the newly appointed Police Commissioner; Area Commanders and other JCF personnel; Ministry of National Security officials and a representative from the International Development Bank.

Members	Meetings Attended	Apologies
Mr. Errol Strong	7	1
Dr. the Hon. Marshall Hall, O.J	7	2
Mrs. Jacqueline Hinkson	10	
Mr. Gladstone Lewars, O.D	7	1
Professor Anthony Harriott	10	
Pastor Glen Samuels	3	5

Table 1: Attendance record of members of the Police (Civilian Oversight) Authority for March 31, 2017 to April 1, 2018



Police Commissioner, George Quallo (fourth from the right) and Chairman of the JCF Secretariat to the PCOA, SSP Desmond Brooks (left) posing with then Chairman, Professor Anthony Harriott (third from right) and PCOA Members, Mr. Errol Strong (second from left), Mrs. Jacqueline Hinkson (third from left), Dr. the Hon. Marshall Hall (second from right) and PCOA CEO, Dave McIntosh on October 26, 2018



CHIEF EXECUTIVE OFFICER'S REPORT

A CONSEQUENCE BASED ACCOUNTABILITY FRAMEWORK IS ESSENTIAL TO JCF PROFESSIONALIZATION, MODERNIZATION AND TRANSFORMATION



Mr. Dave M. McIntosh

Once again we take this opportunity to refer to the JCF Strategic Review Report of 2008 and its principal recommendations related to establishing a working accountability framework which is consequence driven. This is the basis of the specific recommendation to merge the functions of the Police Service Commission (PSC) with those of the Police (Civilian Oversight) Authority to create an overarching civilian policing board. This new and expanded policing board would retain the constitutional powers of appointments and discipline over senior members of the JCF; while at the same time retaining the capacity for independent assessments of policing performance. To date, more than a decade since the JCF Strategic Review Report was tabled in Parliament, this principal recommendation remains unimplemented.

As a result, real accountability and culture change has been stymied over the years. PCOA inspections, monitoring and reporting in the absence of enforcement and consequential sanctions reduces

the impact of these activities to be merely advisory and fall short of facilitating a JCF organizational culture change to one which promotes accountability and a professional culture.

Notwithstanding the above mentioned strategic challenge, the PCOA enjoyed one of its most productive years as it relates to broad inspections across the JCF. Over the year, 10 of the 19 geographical divisions were inspected. This included JCF Policing Areas 1 – 3 and a total of 126 stations across the country were comprehensively inspected.

This past year as well, the PCOA embarked on a new post inspection strategy of conducting *Exit Area Accountability Meetings*. In this process the PCOA would meet with the respective JCF Area [Typically 3–4 Geographical Divisions] Management Leadership Teams to discuss PCOA Inspection findings and seek actionable commitments and performance timelines. We believe these meetings have been well received by all stakeholders and appear to be a promising consultative mechanism of enhancing accountability.

We will continue to seek to enhance the internal accountability of the JCF through consultation and dialogue while we await the necessary legislative and/or constitutional strengthening of the JCF Governance framework as has been recommended in the 2008 JCF Strategic Review Report.

PERFORMANCE REVIEW OF 2017/18

► MONITORING ACTIVITIES

With the aim of fulfilling our mission to both monitor the implementation of policy relating to the JCF as well as conducting inspections, the Inspection and Monitoring Unit (IMU) adhered to a robust monitoring schedule, tripling output in some cases from previous years. In fact, during the period under review, the IMU attained a record 126 station inspections, spanning some 10 divisions. This activity is listed in **Table 2**.

We see this activity as critical in our work to assist in the transformative process of the JCF. Key attention during our monitoring process is the compliance of police personnel to Force Orders, Standing Orders, procedures and other regulations. We also listen to concerns of police personnel and also identify

existing and potential hazards for corrective action. The inspection process encompasses various areas of general policing such as: Records and Station Management; Accountability; and, Prisoners in Custody including the condition of cells. Key observations regarding transportation plus the condition of station plants and surroundings also form part of the inspection. Findings from these inspections are summarized in **Appendix 1**.

Of note, PCOA Members commenced accompanying the IMU on inspections to see first-hand, areas of concerns and good performance.

DIVISIONS	STATIONS	DATES
Trelawny 	Falmouth Duncans Rio Bueno Wait-A-Bit Warsop Ulster Spring Clarks Town Stewart Town Wakefield	May 1 – 4, 2017
St. James 	Coral Gardens Anchovy Mount Salem Montego Bay Hills Barrett Town Spring Mount Amity Hall Adelphi Granville Barnett Street Freeport Maroon Town Post Meadows of Irwin Post	May 4-11, 2017
St. Elizabeth 	Santa Cruz Malvern New Market Nain Junction Pedro Plains Lacovia Black River Siloah Maggoty Balaclava	June 11- 15, 2017



► MONITORING ACTIVITIES

DIVISIONS	STATIONS	DATES
Clarendon 	Longville Exeter Chapelton Crofts Hill Four Paths Frankfield Hayes Lionel Town Milk River Mocho Rock River May Pen	June 21-July 3, 2017
St. Ann 	Alexandria Bamboo Brown's Town Cave Valley Claremont Discovery Bay Moneague Ocho Rios Runaway Bay St. Ann's Bay Watt Town	July 10-14, 2017
Manchester 	Alligator Pond Cottage Cross Keys Spaldings Newport Christiana Williamsfield Asia Kendal Porus Mandeville	August 14-18, 2017
St. Mary 	Castleton Oracabessa Islington Prospect Retreat Gayle Highgate Richmond Belfield Annotto Bay Port Maria	August 21-24, 2017
Portland 	Manchioneal Castle Orange Bay Hope Bay Buff Bay San San Port Antonio Millbank Spring Hill	October 11-13, 2017

DIVISIONS	STATIONS	DATES
<p>Trelawny</p> 	<p>Falmouth Duncans Rio Bueno Wait-A-Bit Warsop</p> <p>Ulster Spring Clarks Town Stewart Town Wakefield</p>	<p>January 15-16, 2018</p>
<p>St. James</p> 	<p>Coral Gardens Anchovy Mount Salem Montego Hills Barrett Town Spring Mount Amity Hall</p> <p>Adelphi Granville Cambridge Barnett Street Freeport Maroon Town Post Meadows of Irwin Post</p>	<p>January 17-22, 2018</p>
<p>Hanover</p> 	<p>Lucea (DHQ) Lucea Post Sandy Bay Kingsvale Green Island Ramble</p>	<p>January 23, 2018</p>
<p>Westmoreland</p> 	<p>Whitehouse Bluefields Whithorn Savanna-la-mar Little London Darliston</p> <p>Negril Frome Grange Hill Bethel Town</p>	<p>January 29-31, 2018</p>

Table 2: Divisions/Stations re-inspected during the period April 1, 2017 – March 31, 2018

▶ EXIT DISCUSSIONS

The PCOA continued its policy of providing feedback to the respective divisional hierarchy prior to the completion of a final inspection report for dissemination. This process we find very useful as it creates an opportunity for police personnel engagement which may qualify or dispute findings.

These discussions either take the form of a visual presentation of the draft re-inspection report by the IMU at a Divisional Tasking Meeting attended by all Station and Divisional Heads, or a visit to the Divisional Commander/ Administration Officer to review draft report. On the occasion that the presentation is conducted at a tasking meeting, representatives from the Inspectorate of Constabulary (the JCF internal inspection arm) are in attendance, as they consider this exercise essential in correcting deficiencies in the Force. Details of these interviews are reflected in **Table 3**.

Divisions	Dates
Hanover	April 3, 2017
St. Mary	May 3, 2017
St. Andrew Central	June 6, 2017
Trelawny	July 6, 2017
St. James	July 12, 2017
St. Elizabeth	September 11, 2017
Manchester	September 21, 2017
Clarendon	September 25, 2017
St. Mary	November 13, 2017
St. Ann	November 16, 2017
Portland	November 29, 2017

Table 3:
Exit Interviews conducted during the period April 1, 2017 – March 31, 2018



St. Mary Division



Portland Division



Manchester Division



St. Elizabeth Division

▶ ACCOUNTABILITY FRAMEWORK INITIATIVE

In an effort to improve accountability within the JCF and to build the professional standards of the police, we introduced the **Accountability Framework Initiative** during the period. Under this new framework, Area and Divisional Commanders meet with PCOA Members to agree on expectations/commitments to hold leaders (Sub-Officers) to account in the future. Commitments include improving on basic policing processes of the JCF. Prior to this agreement however, the PCOA would have conducted inspections of Divisions within the respective Area and discussed the outcomes with the respective Divisional Commands in exit interviews.

Additionally under the initiative, PCOA Inspection Reports are funnelled to the Police Service Commission (PSC) to serve as a formal part of its assessment for promotions.

For the period, Exit Area Accountability Meetings were held with three Area Commands – Area One (St. James, Hanover, Westmoreland and Trelawny); Area Three (Manchester, St. Elizabeth and Clarendon); and, Area Two (St. Mary, Portland and St. Ann). Details of the initiative are outlined in **Table 4**.

AREA	DATE & PLACE	ATTENDEES
 <p>Area One</p>	<p>July 26, 2017</p> <p>Western Jamaica Conference of Seventh Day Adventist Headquarters in Mt. Salem, St. James.</p>	<p>PCOA – Chairman Anthony Harriott; Marshall Hall; Jacqueline Hinkson & Staff JCF – Area Commander, ACP Warren Clarke; Acting Divisional Commander for St. James, Dermont Lawrence; Divisional Commander for Hanover, DSP Sharon Bepoot and Divisional Commander for Trelawny, SP Clive Blair.</p>
 <p>Area Three</p>	<p>October 26, 2017</p> <p>Hill Top Hotel, NCU, Mandeville, Manchester</p>	<p>PCOA – Chairman Anthony Harriott; Errol Strong; Jacqueline Hinkson & Staff JCF – Area Commander, ACP Clifford Chambers; Divisional Commander for Manchester, SP Wayne Cameron; Divisional Commander for Clarendon, SSP Vendolyn Powell and Divisional Commander for St. Elizabeth, Catherine Lorde.</p>
 <p>Area Two</p>	<p>March 1, 2017</p> <p>Casa Maria Hotel in Port Maria, Portland</p>	<p>PCOA – Jacqueline Hinkson & Staff JCF – Area Commander, ACP Norman Heywood; Divisional Commander for Portland, Duane Wellington; Divisional Commander for St. Ann, SSP Michael Smith; and, Divisional Commander for St. Mary, SP Bobette Morgan.</p>

Table 4: Exit Area Accountability Meetings held during the period April 1, 2017 – March 31, 2018

► SPECIAL INSPECTION/ACTIVITIES



Milk River Station, Clarendon Division

In accordance with the provision of Section 8 of the PCOA Act, at the request of the Minister, the PCOA conducted an unannounced inspection of the Milk River Station lock-up on November 1, 2017 as outlined in **Table 5**. The IMU sought to determine the condition of the lock-up and the extent to which the station was complying with JCF guidelines and procedures.

A report outlining findings and assessments was produced and handed over to the Ministry of National Security. A summary of the findings from the special inspection is in **Appendix 2**.

Target	Stations/Facility	Date
Inspection of the Milk River Station (for the Ministry of National Security)	Lock-up at the Station – holds male juveniles.	November 1, 2017

Table 5: Special Inspection conducted during the period April 1, 2017-March 31, 2018

► PUBLIC OUTREACH (SOCIAL INCLUSION)



National Police College, Twickenham Park in St. Catherine

Garnering community support remains essential for the success of the PCOA therefore the communications strategy continued to hinge on collaborating with stakeholders such as Social Development Commission and private organizations/institutions. These presentations aim to educate and enhance the relationship between the citizenry and police in their respective locales.



PCOA Representatives on Cliff Hughes Online on Nationwide News Network in Kingston

Social inclusion activities included the 29th JCF Command Course lecture at the National Police College, which had 20 participants, with two representatives from the Antigua Police Force; an invitation was extended to representatives from the Police Complaints Authority of Barbados, who were in the island participating in a workshop, to visit and learn about the operations of the PCOA; and, an appearance by PCOA representatives inclusive of then Chairman, Professor Anthony Harriott, on **Cliff Hughes Online** (Nationwide News Network) on January 18, to respond to statements and claims made in the public domain.



Representatives from the Police Complaints Authority of Barbados (right and centre) being greeted by the Senior Director, Inspections and Monitoring, Andrew Beaumont.

► HUMAN RESOURCES

Human resource capacity in the IMU improved with the appointment of an IMU Officer to fill a vacancy in the unit. The addition brought the staff complement of the Unit back to three.

Training

Representation was made to the 23rd Annual Conference of National Association for Civilian Oversight of Law Enforcement (NACOLE), which was held in Spokane, Washington, USA from September 10 - 14. Held under the theme, **'Civilian Oversight in a Changing Landscape,'** the conference offered up a multiplicity of insightful sessions, as well as opportunities to share best practices and standards from several jurisdictions such as Canada, Great Britain and the United States. The conference also provided an excellent platform for quality training



Representatives from the Caribbean and Mexico including three from the PCOA (in front row) in attendance at the 23rd Annual NACOLE Conference in Washington, USA



Staff participates in training in JCF case management at PCOA Office in Kingston

in strategic areas of police reform, particularly as it related to police accountability and community involvement in policing.

In the meantime, there was exposure to training in case management in the JCF, specifically the Criminal Investigations Branch (CIB), which was in preparation for a revisit of the thematic inspection, ***"Investigative Supervision and Management and their Impact on Clear up rates for selected Major Crimes: An Analytic Study of Selected Investigative Outcomes for 2013"***.

► GOING FORWARD

Our short term objectives will include filling existing established staff vacancies, specifically, the positions of Manager, Inspections and Monitoring and Manager Information Systems and Technology. We also anticipate raising the quality and output from our Monitoring and Inspections programme by inspecting and reporting more than the current 126 station inspections throughout 10 divisions. In tandem with our

increased output, we will conduct more social inclusion activities in order to, foster more interactive partnerships between the public and their local police. In the medium term, we believe that staff must continue to grow through personal development and training. As such, we will continue to seize relevant opportunities through the enrolment of staff in training in police oversight among other areas.

In the meantime, as we await the merger of the Police Service Commission and the PCOA, we will continue to strive to build a vibrant and effective Authority in its current form.

Dave M. McIntosh
Chief Executive Officer



POLICE (CIVILIAN OVERSIGHT) AUTHORITY
APPENDICES

► APPENDIX 1:

SUMMARY OF FINDINGS FROM MONITORING ACTIVITIES FOR THE PERIOD 2017/2018

From an operational level, the PCOA Inspection and Monitoring Unit conducted a record number of inspections of Jamaica Constabulary Force (JCF) geographical divisions and by extension, stations during the period under review. For the first time in the history of the Authority, the Unit inspected 10 complete divisions – St. Elizabeth, Clarendon, St. Ann, Manchester, St. Mary, Portland, Hanover, Westmoreland, St. James and Trelawny, the latter two, twice. As a result, a record high 126 station inspections were conducted to determine adherence to JCF policies as well as the implementation of previous recommendations.

The focus of these inspections was on selected areas of police service delivery – records management with emphasis on entries in Station Diaries, Firearms, General Property Books and Sudden Death Registers; Station Management including station inspections by the Divisional Command; appointment of Conservation Officers and issues of accountability; and, Prisoners in Custody (PIC), which encompassed an examination of the PIC Register, PIC Cards; Remand Book and Charge and Prisoners Property Book as well as the condition and capacity of cells and the efforts to physically check them.

An overall assessment of the re-inspections yielded the following observations:

- The following stations are to be commended for exceptional records management – Warsop (Trelawny Division); Amity Hall (St. James Division); New Market (St. Elizabeth Division); Milk River and Longville Park (Clarendon Division); Cross Keys and Kendal (Manchester Division); Kingsvale (Hanover Division); and, Darlistan (Westmoreland Division);
- More than 90 per cent of the stations inspected failed to adhere to JCF policy as it pertained to the maintenance of the Station Diary. This record remained problematic to maintain for all divisions as there were repeated instances where standard policing activities such as certification of diaries, lectures, briefings and debriefings failed to meet the requirements outlined in JCF Manual Force Standing Orders;
- Of the four main records (Station Diary, Firearm Register, General Property Book and Sudden Death Register), the Sudden Death Register was the best maintained in accordance with JCF policy, having a compliance rate of 89 per cent;
- Of all PIC records, the PIC Cards were the worst record maintained;
- Since the 2015 implementation of Mandatory Checks of Cells, the compliance rate has been abysmal. Only 18 per cent of the station lock-ups adhered to this requirement during the period under review. Adherence to the requisite number of physical checks of cells was deemed unsatisfactory;
- Of concern was the sporadic station inspections conducted by the various Divisional High Commands, which was overall not in compliance with JCF policy. In some instances, there was a lack of evidence of stated activity in records during the period under review;
- The deplorable condition of cells and ablution facilities continued to surface in several divisions inspected (St. Elizabeth, St. Ann, St. Mary, Portland, Hanover and Westmoreland);
- The issue of station clutter, which involved several derelict private motor vehicles and motorcycles strewn across station compounds, continued to persist in Trelawny, Clarendon, St. Ann and Hanover; and,
- Safety and security breaches also continued to plague several stations in the Trelawny, St. James, St. Elizabeth, Clarendon, St. Ann, Manchester, Portland and Westmoreland divisions. These stations either lacked proper perimeter security fencing or said fencing was inadequate. Given the high levels of crime, there is an urgent need to address the enclosure (fencing) of stations in order to minimize security vulnerabilities.

Findings from all inspections are summarized in the proceeding tables, offering comparisons where possible, highlighting improvements or lack thereof, recommendations implemented and key observations.



► FINDINGS

DIVISION: TRELAWNY (2017 & 2018)

INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	December 5 - 20, 2011	SP Andrew Lewis
2	October 22 - November 1, 2012	SP Noel Christie
3	August 15 -19, 2016	SP Clive Blair
4	May 1-4, 2017	SP Clive Blair
5	January 15 -16, 2018	SP Dwight Powell

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Falmouth												
Duncans												
Rio Bueno												
Wait-a-Bit												
Warsop												
Ulster Spring												
Clarks Town												
Stewart Town												
Wakefield												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Falmouth												
Duncans												
Rio Bueno												
Wait-a-Bit												
Warsop												
Ulster Spring												
Clarks Town												
Stewart Town												
Wakefield												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
Falmouth									
Duncans									
Rio Bueno									
Wait-a-Bit									
Warsop									
Ulster Spring									
Clarks Town									
Stewart Town									

COMMENTS: The *Warsop Station* is to be commended as it was the only station to achieve perfection in the maintenance of the four main records inspected. In fact, the station was the only one to improve in the keeping of the Station Diary within the eight months period between inspections. Of concern in the division was, the poor state of prisoners in custody records as well as, the lack of adherence pertaining to the physical and mandatory checks of cells for stations that held prisoners in custody.

KEY			
	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF Policy		Prisoners not in custody for full 30 days
	Record/activity not included in inspection		No entries for period reviewed
	Lock-up closed/out of commission		Lock-up under renovation/construction
	No prisoners/children/detainees in lock-up		Record not available for inspection

CRITICAL OBSERVATIONS

1. **Divisional Inspections:** The Divisional Management team conducted inspections of seven of nine stations, attaining a 78% compliance rate. Minutes of six of seven station inspections were copied and forwarded to the DHQ.

2. **Safety and Security:**
There was still no improvement in the security fencing at stations (Wait-A-Bit, Rio Bueno, Ulster Spring and Stewart Town) highlighted in previous inspections. These stations either had low or poor perimeter fencing.



Absence of security fencing at the Rio Bueno Station in 2017



Absence of security fencing at the Rio Bueno Station in 2018

3. **Station Clutter:**
Defective vehicles parked on the compounds of the Duncans, Ulster Spring, Wakefield, Warsop and Clarks Town stations remained. However, several of the vehicles were marked and ready to be disposed of.



Defective motor vehicles parked on the compound of the Ulster Spring of the Ulster Spring Station in 2016



Defective motor vehicles parked on the compound at Ulster Spring Station in 2018

4. **Health and Welfare:**
The beds in the barracks of the Ulster Spring Station were in poor condition.



Two beds in a dilapidated state at the Ulster Spring Station in 2018



► FINDINGS

DIVISION: ST. JAMES (2017 & 2018)

INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	September 13- October 5, 2010	SP Merrick Watson
2	June 23- July 9, 2014	SSP Egbert Parkins
3	May 4-11, 2017	SSP Marlon Nesbeth
4	January 17-22, 2018	SSP Wilfred Campbell

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2014	2017	2018	2014	2017	2018	2014	2017	2018	2014	2017	2018
Adelphi	Red	Red	Red	Red	Green	Green	Green	Green	Green	Yellow	Green	Green
Amity Hall	Red	Red	Green	Red	Green	Green	Yellow	Green	Green	Yellow	Green	Green
Anchovy	Red	Red	Red	Green	Red	Green	Yellow	Green	Green	Green	Green	Green
Barnett Street	Red	Red	Red	Red	Red	Red	Yellow	Green	Green	Green	Green	Green
Barrett Town	Red	Red	Red	Red	Red	Red	Red	Green	Green	Green	Green	Red
Cambridge	Red	Red	Red	Green	Red	Green	Red	Green	Red	Red	Green	Green
Coral Gardens	Red	Red	Red	Red	Green	Red	Green	Red	Red	Green	Green	Green
Freeport	Red	Red	Red	Red	Red	Red	Green	Red	Red	Red	Red	Green
Granville	Red	Red	Red	Red	Green	Green	Yellow	Green	Green	Green	Red	Green
Meadows of Irwin	Red	Red	Red	Red	Red	Green	Brown	Green	Brown	Brown	Green	Green
Montego Hills	Red	Red	Red	Red	Red	Red	Yellow	Red	Red	Green	Green	Red
Mount Salem	Red	Red	Red	Red	Red	Green	Yellow	Green	Red	Green	Green	Green
Spring Mount	Red	Red	Red	Red	Red	Red	Yellow	Green	Green	Green	Red	Green

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2014	2017	2018	2014	2017	2018	2014	2017	2018	2014	2017	2018
Adelphi												
Amity Hall												
Anchovy												
Barnett Street	Red	Green	Green	Red	Green	Green	Green	Red	Red	Red	Red	Red
Barrett Town	Red	Red	Red	Green	Red	Red	Green	Red	Brown	Red	Red	Red
Cambridge	Black	Green	Black	Green	Black	Black	Red	Black	Black	Red	Black	Black
Coral Gardens												
Cornwall Court												
Freeport	Red	Blue	Green	Red	Blue	Green	Green	Blue	Red	Red	Blue	Red
Granville												
Maroon Town												
Meadows of Irwin												
Montego Hills												
Mount Salem												
Spring Mount												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2014	2017	2018	2014	2017	2018	2014	2017	2018
Adelphi									
Amity Hall									
Anchovy									
Barnett Street	Red	Green	Red	Orange	Red	Red	Green	Red	Green
Barrett Town	Red	Red	Red	Orange	Red	Red	Green	Green	Green
Cambridge	Black	Red	Black	Orange	Red	Black	Green	Black	Black
Coral Gardens									
Cornwall Court									
Freeport	Red	Blue	Red	Orange	Blue	Red	Red	Blue	Red
Granville									
Meadows of Irwin									
Montego Hills									
Mount Salem									
Spring Mount									

COMMENTS: Only one station, *Amity Hall*, impeccably maintained the four main records inspected. The Amity Hall Station was also the only station to properly maintain the Station Diary in keeping with JCF policy. There was a noticeable decline in adherence to JCF policies regarding the maintenance of the General Property Book. Recommendations pertaining to the improvement in Prisoners in Custody records such as the Charge and Property Book and Remand Book were for the most part, ignored in addition to, those noted for the physical and mandatory checks of cells.

KEY

- Maintained adherence to JCF policy
- Failed to maintain adherence to JCF policy
- Record/activity not included in inspection
- Lock-up closed/out of commission
- No prisoners/children/detainees in lock-up
- Not applicable
- Activity not yet implemented by the JCF
- No entries for period reviewed
- Lock-up under renovation/construction
- Record not available for inspection

CRITICAL OBSERVATIONS

1. **Divisional Inspections:** The Divisional Management Team conducted inspections at eight of fourteen stations, while only one station copied and forwarded the minutes of inspections to the DHQ.
2. **Safety and Security:** The perimeter fencing at the Mount Salem, Montego Hills and Coral Gardens stations were either absent or compromised.



A gap in the perimeter fencing at Mount Salem Station as seen in 2018



Absence of proper fencing at Montego Hills Station as seen in 2018



Compromised wall at Coral Gardens Station in 2018



Location of the Anchovy Station building in proximity to the garage, and the lack of a partition/barrier to distinguish between cars belonging to the garage, from those that are in the custody of the station in 2018.

- 3. Removal of Station Clutter:** With the exception of the Coral Gardens and Granville stations, all the other stations (Spring Mount, Amity Hall, Mount Salem, Freeport and Montego Hills) identified as having derelict vehicles and motorcycles cluttering their compounds, had them removed.



Derelict vehicles on Granville Station compound in 2017



Derelict vehicles on Granville Station compound in 2018



Derelict vehicles on Coral Gardens Station in 2017



Derelict vehicles on Coral Gardens Station in 2018

RECOMMENDATIONS IMPLEMENTED

- 1. Health and Welfare:** The sewage issue at the Coral Gardens Station was rectified.



Sewage on Coral Gardens Station in 2017



Sewage issue corrected at Coral Gardens in 2018

► FINDINGS

DIVISION: ST. ELIZABETH (2017)

INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	July 9- September 9, 2009	SP Howard Francis/ SP Merrick Watson
2	May 24-25, 2011	SP Maurice Robinson
3	October 26 - November 6, 2015	SP Lansford Salmon
4	June 11-15, 2017	SP Lansford Salmon

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2011	2015	2017	2011	2015	2017	2011	2015	2017	2011	2015	2017
Santa Cruz												
Malvern												
New Market												
Nain												
Junction												
Pedro Plains												
Lacovia												
Black River												
Siloah												
Maggotty												
Balaclava												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2011	2015	2017	2011	2015	2017	2011	2015	2017	2011	2015	2017
Santa Cruz												
Malvern												
New Market												
Nain												
Junction												
Pedro Plains												
Lacovia												
Black River												
Siloah												
Maggotty												
Balaclava												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2011	2015	2017	2011	2015	2017	2011	2015	2017
Santa Cruz									
Malvern									
New Market									
Nain									
Junction									
Pedro Plains									
Lacovia									
Black River									
Siloah									
Maggotty									
Balaclava									

COMMENTS: With the exception of the Station Diary, records were in fairly good order. The ***New Market Station*** has to be singled out and lauded for its exceptional records management. The station was in compliance with JCF policies when maintaining the majority of records/areas inspected.

KEY

- Maintained adherence to JCF policy
- Failed to maintain adherence to JCF policy
- Record/activity not included in inspection
- Lock-up closed/out of commission
- No prisoners/children/detainees in lock-up

- Not applicable
- Station not included in re-inspection
- No entries for period reviewed
- Lock-up under renovation/construction
- Record not available for inspection
- Activity not yet implemented by the JCF

CRITICAL OBSERVATIONS

- Divisional Inspections:** Five of the eleven stations were inspected by the Divisional Command in accordance with JCF requirements. All five stations copied the minutes of inspections and forwarded them to the DHQ.
- Cell Conditions:** The cells were poorly ventilated and also had rotting grills at the Santa Cruz lock-up and the bathrooms were in a deplorable condition at the Pedro Plains lock-up.



Poorly ventilated cell at Santa Cruz lock-up in 2017



Rotting base of cell grill at Santa Cruz lock-up in 2017



Condition of bathroom at Pedro Plains lock-up in 2017

- Safety and Security:** The situation largely remained the same since the 2015 inspection with the exception of Balaclava Station. The stations at Junction, Pedro Plains and Nain, which are designated lock-ups, had poor security perimeter fencing. Malvern, Siloah and Lacovia stations had inadequate security perimeter fencing and at the New Market Station, there was no security perimeter fencing.



Crumbling security perimeter wall at Balaclava Station in 2015



New security fencing installed at Balaclava Station in 2017



Absence of security fencing at Nain Station in 2015



Absence of security fencing at Nain Station in 2017



Poor security fencing at Shiloah Station in 2015



Poor security fencing at Shiloah Station in 2017



Absence of security fencing at New Market Station in 2015



Absence of security fencing at New Market Station in 2017

4. **Malfunctioning Security Light:** It was reported by personnel that the security lights at the Junction Station remained malfunctioning since 2015.



Defective security lights at Junction Station in 2015



Defective security lights at Junction Station in 2017

5. **Absence of JCF Signage:** There was still no identifying sign at the Nain Station.



Absence of signage at Nain Station in 2015



Absence of signage at Nain Station in 2017

► FINDINGS

DIVISION: CLARENDON (2017) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	November 19-29, 2012	SSP Michael Bailey
2	March 17-21, 2014	SSP Maurice Robinson
3	June 21-July 3, 2017	SP Vendolyn Cameron-Powell

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2012	2014	2017	2012	2014	2017	2012	2014	2017	2012	2014	2017
Chapelton												
Crofts Hill												
Exeter												
Four Paths												
Frankfield												
Hayes												
Lionel Town												
Longville Park												
May Pen												
Milk River												
Mocho												
Rock River												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2012	2014	2017	2012	2014	2017	2012	2014	2017	2012	2014	2017
Chapelton												
Crofts Hill												
Exeter												
Four Paths												
Frankfield												
Hayes												
Lionel Town												
Longville Park												
May Pen												
Milk River												
Mocho												
Rock River												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2012	2014	2017	2012	2014	2017	2012	2014	2017
Chapelton									
Crofts Hill									
Exeter									
Four Paths									
Frankfield									
Hayes									
Lionel Town									
Longville Park									
May Pen									
Milk River									
Mocho									
Rock River									

COMMENTS: This division had two stations, *Milk River and Longville Park*, the latter opening in 2017, which were outstanding in the keeping of the main records inspected. Special attention, however, is required of stations when maintaining the Station Diary as well as the General Property Book. Prisoners in custody records were for the most part in good order.

KEY

	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF policy		Station not included in re-inspection
	Record/activity not included in inspection		No entries for period reviewed
	Lock-up closed/out of commission		Activity not implemented by the JCF
	No prisoners/children/detainees in lock-up		Record not available for inspection

CRITICAL OBSERVATIONS

- 1. Divisional Inspections:** the Divisional Management Team inspected nine of twelve stations in accordance with the JCF policy. Of that total, five stations inspected copied the minutes of inspections and forwarded them to the DHQ.
- 2. Structural Concerns:** The building housing the Mocho Station was still in a state of disrepair and there was no improvement made since previous inspections. The Crofts Hill Station had structural issues as there were crevices in a section of the building.

Missing rails and rotten staircase at Mocho Station in 2012



Missing rails and step boards at Mocho Station in 2017



Separating walls at Crofts Hill Station in 2017

3. **Safety and Security:** There was poor or no fencing on the compounds of the Exeter, Crofts Hill, Four Paths and Mocho stations.



Damaged security fencing at Exeter Station in 2017



Absence of perimeter fencing at rear of Four Paths Station in 2017

4. **Station Clutter:** Motor vehicles and motorcycles cluttered the Four Paths and May Pen stations.



Derelict motor vehicles and motorcycles at May Pen Station in 2017

RECOMMENDATIONS IMPLEMENTED

1. **Communication System:** During the 2012 inspection, the two-way JCF radio system and the cell phones were not working properly at the Rock River Station as they experienced difficulty in receiving signals. An improvement in the communication system at the station was observed during the 2017 inspection whereby, the two-way JCF radio and cell phones were fully functional.



Building housing the Rock River Station with cell phone hung outside in 2012 to receive reception



Refurbished station building with functioning radio system in 2017





► FINDINGS

DIVISION: ST. ANN (2017) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	March 14 -31, 2011	SSP Carlton Wilson
2	June 8-12, 2015	SSP Yvonne Martin Daley
3	March 7-11, 2016	SP Steve Brown (Acting)
4	July 10-14, 2017	SP Gary Francis

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Alexandria												
Bamboo												
Brown's Town												
Cave Valley												
Claremont												
Discovery Bay												
Moneague												
Ocho Rios												
Runaway Bay												
St. Ann's Bay												
Watt Town												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Alexandria												
Bamboo												
Brown's Town												
Cave Valley												
Claremont												
Discovery Bay												
Moneague												
Ocho Rios												
Runaway Bay												
St. Ann's Bay												
Watt Town												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Alexandria									
Bamboo									
Brown's Town									
Cave Valley									
Claremont									
Discovery Bay									
Moneague									
Ocho Rios									
Runaway Bay									
St. Ann's Bay									
Watt Town									

COMMENTS: More attention required to address issues relating to the management of the main records inspected, especially the Station Diary. Evident also was the drastic fall off in the management of prisoners in custody records/activities when compared to the 2016 inspection. Corrective measures were outlined in the inspection report to remedy the situation.

KEY

	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF policy		Activity not yet implemented by the JCF
	Record/activity not included in inspection		No entries for period reviewed
	Lock-up closed/out of commission		Lock-up under renovation/construction
	No prisoners/children/detainees in lock-up		Record not available for inspection

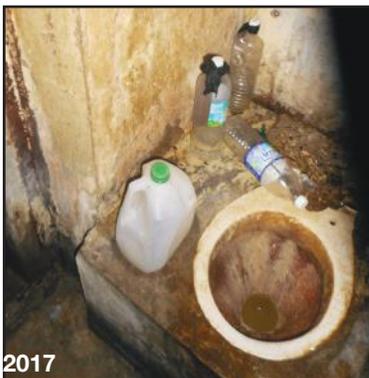
CRITICAL OBSERVATIONS

- 1. Divisional Inspections:** The Divisional Management Team inspected seven of eleven stations in accordance with JCF requirements. Three of these stations copied the minutes of inspections and forwarded them to the DHQ.
- 2. Safety and Security:** There was no improvement in the security fencing on the compounds of the Claremont, Cave Valley and Watt Town stations.

Absence of proper security fencing at Watt Town Station compound as seen in 2016 and 2017



- 3. Cell Conditions:** The bathroom facilities at the St. Ann's Bay, Discovery Bay and Runaway Bay lock-ups remained in a state of disrepair.



Condition of the shower and toilet at St. Ann's Bay lock-up in 2017



Condition of shower at Discovery Bay lock-up in 2017

3. **Cell Conditions (cont'd):** At the Discovery Bay and Runaway Bay lock-ups, the ventilation inside the cells was poor.

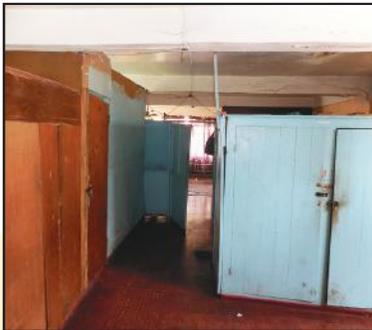


Inadequate ventilation in the cells at Runaway Bay lock-up in 2017



Inadequate ventilation in the cells at Discovery Bay lock-up in 2017

4. **Health and Welfare:** The barracks area at Claremont Station required repair even though renovations had been done on the bathroom facilities. Electrical wires were seen hanging loosely from the ceiling as well as the ceiling was damaged.



Exposed electrical wires and a damaged ceiling in the barracks area at Claremont Station in 2017

5. **Station Clutter:** There were defective service vehicles and motorcycles on the compounds of the St. Ann's Bay and Moneague stations



Defective vehicles on St. Ann's Bay Station compound in 2017



Defective vehicles on Moneague Station compound in 2017

6. **Malfunctioning Security Lights:** There were defective security lights at the St. Ann's Bay Station during the 2016 inspection, as was same in 2017.



Malfunctioning light at St. Ann's Bay Station in 2016



Malfunctioning light at St. Ann's Bay Station in 2017

RECOMMENDATIONS IMPLEMENTED

1. **Assignment of Vehicles:**
The Bamboo Station was assigned a service vehicle after not having one during the 2016 inspection.



2. **Safety and Security:**
Perimeter fencing was finally installed at Brown's Town Station.



► FINDINGS

DIVISION: MANCHESTER (2017) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	May 5 – July 29, 2009	SP Ryland Salmon
2	May 4 – 10, 2011	SP Lascelles Taylor
3	February 16 – 26, 2015	SP Melvin Brown
4	August 14 – 18, 2017	SP Wayne Cameron

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2011	2015	2017	2011	2015	2017	2011	2015	2017	2011	2015	2017
Asia												
Alligator Pond												
Christiana												
Cross Keys												
Cottage												
Kendal												
Newport												
Porus												
Spalding												
Williamsfield												
Mandeville												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2011	2015	2017	2011	2015	2017	2011	2015	2017	2011	2015	2017
Asia												
Alligator Pond												
Christiana												
Cross Keys												
Cottage												
Kendal												
Newport												
Porus												
Spalding												
Williamsfield												
Mandeville												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2011	2015	2017	2011	2015	2017	2011	2015	2017
Asia									
Alligator Pond									
Christiana									
Cross Keys									
Cottage									
Kendal									
Newport									
Porus									
Spalding									
Williamsfield									
Mandeville									

COMMENTS: Both *Cross Keys and Kendal* stations adhered perfectly to JCF policies when maintaining the main records inspected and as such, should be commended. Attention has to be directed towards the maintenance of the Firearm Register as there was a decline in performance when compared to findings from the 2015 inspection. For the most part, prisoner in custody records were in fair order.

KEY

- Maintained adherence to JCF policy
- Failed to maintain adherence to JCF policy
- Record/activity not included in inspection
- Lock-up closed/out of commission
- No prisoners/children/detainees in lock-up

- Not applicable
- Station not included in re-inspection
- No entries for period reviewed
- Record not implemented in the division
- Activity not yet implemented by the JCF

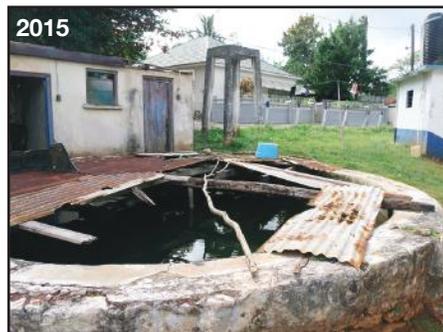
CRITICAL OBSERVATIONS

1. **Divisional Inspections:** The Divisional Management Team was compliant with the JCF policy relating to the inspection of five of eleven stations. Three of the five stations inspected copied the minutes of the inspections and forwarded them to the DHQ.
2. **Health and Welfare:** Malfunctioning urinals and toilets were observed in the barracks area of the Mandeville Station.



Toilets and urinals in disrepair at Mandeville Station in 2017

There was a large uncovered tank on the compound of the Kendal Station in 2015 and the situation remained the same in 2017.



- Safety and Security:** The perimeter security fencing at the Cottage and Newport stations remained non-existent.



Absence of perimeter fencing at Cottage Station in 2015



Absence of perimeter fencing at Cottage Station in 2017

RECOMMENDATIONS IMPLEMENTED

- Safety and Security:** There were some improvements made in the perimeter fencing at the Cross Keys and Kendal stations.



Damaged perimeter fencing at the Cross Keys Station in 2015



Repaired perimeter fencing at the Cross Keys Station in 2017

- Station Clutter:** There was a significant reduction in the number of derelict motor vehicles parked on the compound of the Alligator Pond, Cottage, Asia, Spalding and Kendal stations.



Derelict motor vehicles parked on compound of Asia Station in 2015



Compound cleared at the Asia Station in 2017



Derelict motor vehicles parked on the compound of Alligator Pond Station in 2015



Compound cleared at Alligator Pond Station in 2017

3. **Structural Issues:** At the Alligator Pond and Cottage stations, renovations were being done on the buildings housing these stations.



Repairs underway on the façade of Cottage Station in 2017



Repairs underway inside the Guardroom at the Cottage Station in 2017



► FINDINGS

DIVISION: ST. MARY (2017) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	September 26 - October 12, 2011	SP Cedric Allen
2	October 22- November 1, 2012	SP Cedric Allen
3	February 6-16, 2017	SP Fabian Farquharson
4	August 21 - 24, 2017	SP Fabian Farquharson

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2012	2017	2017	2012	2017	2017	2012	2017	2017	2012	2017	2017
Castleton												
Annotto Bay												
Islington												
Oracabessa												
Port Maria												
Richmond												
Gayle												
Highgate												
Prospect												
Retreat												
Belfield												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2012	2017	2017	2012	2017	2017	2012	2017	2017	2012	2017	2017
Castleton												
Annotto Bay												
Islington												
Oracabessa												
Port Maria												
Richmond												
Gayle												
Highgate												
Prospect												
Retreat												
Belfield												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2012	2017	2017	2012	2017	2017	2012	2017	2017
Castleton									
Annotto Bay									
Islington									
Oracabessa									
Port Maria									
Richmond									
Gayle									
Highgate									
Prospect									
Retreat									
Belfield									

COMMENTS: This was the only division re-inspected twice during the period under review to determine if recommendations were implemented within the agreed upon 6 months period. Overall, there was an improvement in the maintenance of seven records/activities; and a decline in performance in the keeping of three records. Of note, was the continued poor maintenance of the Station Diary in the division, whereby all stations failed to accurately maintain this record.

KEY

	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF Policy		Station not included in re-inspection
	Record/activity not included in inspection		No entries for period reviewed
	Lock-up closed/out of commission		Activity not yet implemented by the JCF
	No prisoners/children/detainees in lock-up		Record not available for inspection

CRITICAL OBSERVATIONS

- 1. Divisional Inspections:** In August 2017, the Divisional Management Team conducted inspections at five of the stations, improving on two stations in February 2017. However, despite the improvement, the Division was still mostly non-compliant with JCF policy for this deliverable. Two stations copied and forwarded the minutes of inspections to the DHQ in February 2017, while two stations fulfilled this requirement in the August 2017 inspection.
- 2. Cell Conditions:** There was no improvement as it related to the conditions and physical structure of the cells at the lock-up facilities within the Division since the February 2017 inspection.

Richmond Station

The ventilation system at the Richmond Station was still partially covered and affecting the circulation of air. Location of ventilation area at the station still remained accessible to the public.



Ventilation covered at the Richmond Station in August, 2017



Open access to the ventilation system at the Richmond Station in August, 2017

Bathrooms in the cell areas at the Annotto Bay, Oracabessa, Castleton stations were in a poor state, with the walls of the cell area corroding.



Poor state of bathroom in cell area at Annotto Bay Station in August, 2017



Poor condition of walls in bathroom in the cell area at Oracabessa Station in August, 2017



Poor condition of bathroom at the Castleton Station in August, 2017

There was stagnant water surrounding the cell area at the Annotto Bay lock-up.



Stagnant/waste water surrounding the lock-up area of the Annotto Bay Station in August, 2017

RECOMMENDATIONS IMPLEMENTED

1. **Security System:** The security camera affixed to the rear of the Islington Station was repaired.



Security system showing malfunctioning camera at the Islington Station in February, 2017



Security system indicating that the camera was fixed at the Islington Station in August, 2017

2. **Renovations:** The Retreat Station was undergoing repairs.



Missing windows at the Retreat Station as seen in February, 2017



Repairs being done at the Retreat Station in August, 2017

The drainage pipe in the ceiling of the Annotto Bay Station was repaired.



A leaking pipe (waste water) at Annotto Bay Station in February, 2017



Repaired pipe at Annotto Bay Station in August, 2017

► FINDINGS

DIVISION: PORTLAND (2017) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	April 7; May 5-14, 2009	SP Dudley Scott
2	May 12-15, 2014	SP Wayne Cameron
3	October 11-13, 2017	SP Rex Swearing

Buff	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2009	2014	2017	2009	2014	2017	2009	2014	2017	2009	2014	2017
Buff Bay												
Castle												
Hope Bay												
Manchioneal												
Mill Bank												
Orange Bay												
Port Antonio												
San San												
Spring Hill												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2009	2014	2017	2009	2014	2017	2009	2014	2017	2009	2014	2017
Buff Bay												
Castle												
Hope Bay												
Manchioneal												
Mill Bank												
Orange Bay												
Port Antonio												
San San												
Spring Hill												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2009	2014	2017	2009	2014	2017	2009	2014	2017
Buff Bay									
Castle									
Hope Bay									
Manchioneal									
Mill Bank									
Orange Bay									
Port Antonio									
San San									
Spring Hill									

COMMENTS: For the most part, records/activities were in good order. However, the division was found lacking in adherence to JCF policies in the maintenance of Station Diaries, Prisoners in Custody Cards and the physical checks of cells.

KEY

	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF policy		Station not included in re-inspection
	Record/activity not included in inspection		No entries for period reviewed
	Lock-up closed/out of commission		Lock-up under renovation/constructed
	No prisoners/children in lock-up		Record not yet implemented

CRITICAL OBSERVATIONS

1. **Divisional Inspections:** In 2014, the Divisional Management Team inspected one of the seven stations and in 2017, six of nine stations in accordance with JCF policy. One station copied the minutes of inspections and forwarded them to the divisional headquarters in 2014, as opposed to two stations in 2017.
2. **Cell Conditions:** The bathroom facilities at the Manchioneal and Port Antonio stations were still in an unsatisfactory condition and the issue of non-functioning toilets remained.



Non-functioning toilets at the Port Antonio Station in 2014



Non-functioning toilets at the Port Antonio Station in 2017



Converted shower area at the Port Antonio Station with buckets to catch water in 2014



Converted shower area at the Port Antonio Station with bucket to catch water in 2017

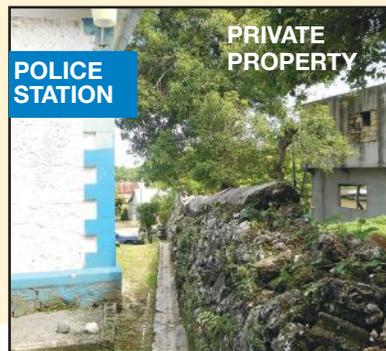
3. **Safety and Security:** There were still security concerns at the Castle and Port Antonio lock-ups as persons could still access the cell area undetected. In addition, there was a pile-up of motor vehicles at the Port Antonio Station which could cause a further security breach.



Pile-up of motor vehicles near the cell block at the Port Antonio Station in 2017



Pile-up of motor vehicles in the vicinity of the cell block at the Port Antonio Station in 2017



Absence of fencing at the Castle Station in 2014 and in 2017, respectively

Seven stations (Orange Bay, Hope Bay, Buff Bay, Port Antonio, Manchioneal, Castle, San San) re-inspected still had inadequate security fencing in addition to, Mill Bank and Spring Hill.

The strong pan at the Spring Hill Station was visible to the public in the guardroom thereby posing a potential security risk.



Visible strong pan in the Guardroom at Spring Hill Station in 2017

4. **Absence of JCF Signage:** There was an absence of an affixed signage on the compounds of the Manchioneal and Mill Bank stations.



Manchioneal Station without an affixed signage in 2017



Unattached Mill Bank signage in 2017

► FINDINGS

DIVISION: HANOVER (2018) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	August 15- 25, 2011	SP Lynford Rhooms
2	August 7-10, 2012	SP Lynford Rhooms
3	January 9-13, 2017	SP Arthel Colley
4	January 23, 2018	SP Sharon Beeput

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2012	2017	2018	2012	2017	2018	2012	2017	2018	2012	2017	2018
Lucea (HQ/PIC)												
Lucea Post												
Sandy Bay												
Kingsvale												
Green Island												
Ramble												

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2012	2017	2018	2012	2017	2018	2012	2017	2018	2012	2017	2018
Lucea (HQ/PIC)												
Lucea Post												
Sandy Bay												
Kingsvale												
Green Island												
Ramble												

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2012	2017	2018	2012	2017	2018	2012	2017	2018
Lucea (HQ/PIC)									
Lucea Post									
Sandy Bay									
Kingsvale									
Green Island									
Ramble									

COMMENTS: Records in this division were in good order, with only the Station Diary being the most problematic record for stations. The *Kingsvale Station* was exceptional in the keeping of records inspected and also activities performed. The continued closure of the Green Island lock-up came up for scrutiny as the requisite repairs on cells were conducted prior to the inspection, yet the cells have not been commissioned into use.

KEY

- Maintained adherence to JCF policy
- Failed to maintain adherence to JCF policy
- Record/activity not included in inspection
- Lock-up closed
- No prisoners/children/detainees in lock-up

- Not applicable
- Station not included in re-inspection
- No entries for period reviewed
- Activity not yet implemented bt the JCF
- Record not available for inspection

1. **Divisional Inspections:** Four of the stations were inspected by the Divisional Management Team. None of the stations copied the minutes of the inspections and forwarded them to the DHQ hence were non-complaint with JCF policy.
2. **Cell Conditions:** The bathroom facilities at the Lucea DHQ and Kingsvale Station were in a deplorable state.



Bathroom facility in deplorable condition at the Lucea Divisional Headquarters in 2018

3. **Station Clutter:** The situation remained unchanged regarding defective vehicles and motorcycles parked on the compounds of Sandy Bay, Kingsvale, Green Island and Ramble stations, as well as the Hanover Divisional Headquarters



Defective motorcycles parked on the compound of the Station in 2017



Defective motorcycles parked on the Green Island Station in 2018



Defective vehicles parked on the compound of Ramble Station in 2017



Derelict vehicles parked on the compound of Ramble Station in 2018

RECOMMENDATIONS IMPLEMENTED

1. **Safety and Security:** During the 2017 inspection a section of the Lucea Divisional Headquarters was unfenced, allowing for unrestricted access. In 2018, it was observed that some work was in progress on the fencing at the divisional headquarters.



New fencing seen at Lucea Divisional Headquarters in 2018



► FINDINGS

DIVISION: WESTMORELAND (2018) INSPECTION HISTORY

#	DATE	OFFICER IN CHARGE
1	February 27- March 30, 2012	SP Egbert Parkins
2	October 7-9, 2013	SP Carol McKenzie
3	January 29-31, 2018	SP Lanford Salmon

Stations	Station Diary			Firearm Register			General Property Book			Sudden Death Diary		
	2012	2013	2018	2012	2013	2018	2012	2013	2018	2012	2013	2018
Bethel Town	Red	Purple	Red	Red	Purple	Red	Green	Purple	Red	Grey	Purple	Green
Bluefields	Red	Green	Red	Green	Green	Green	Green	Green	Red	Grey	Green	Green
Darlistan	Red	Purple	Green	Green	Purple	Green	Green	Purple	Brown	Grey	Purple	Green
Frome	Red	Purple	Red	Green	Purple	Green	Green	Purple	Green	Grey	Purple	Green
Grange Hill	Red	Purple	Red	Green	Purple	Green	Green	Purple	Brown	Grey	Purple	Green
Little London	Red	Green	Red	Green	Green	Green	Green	Green	Green	Grey	Green	Green
Negril	Red	Purple	Red	Red	Purple	Red	Red	Purple	Brown	Grey	Purple	Green
Savanna-la-mar	Red	Green	Red	Green	Green	Green	Green	Green	Red	Grey	Green	Grey
Whitehouse	Red	Green	Red	Green	Green	Green	Green	Green	Green	Grey	Green	Green
Whithorn	Red	Green	Red	Green	Green	Green	Green	Green	Green	Grey	Green	Green

Stations	Prisoners in Custody (PIC) Register			PIC Cards			Charge and Prisoners Property Book			Remand Book		
	2012	2013	2018	2012	2013	2018	2012	2013	2018	2012	2013	2018
Bethel Town	Green	Purple	Green	Red	Purple	Green	Grey	Purple	Red	Red	Purple	Green
Bluefields												
Darlistan												
Frome	Green	Purple	Green	Green	Purple	Red	Grey	Purple	Red	Brown	Purple	Green
Grange Hill												
Little London												
Negril	Red	Purple	Green	Red	Purple	Green	Grey	Purple	Red	Green	Purple	Green
Savanna-la-mar	Green	Green	Blue	Green	Green	Blue	Grey	Grey	Blue	Green	Grey	Blue
Whitehouse												
Whithorn	Blue	Green	Green	Blue	Green	Green	Blue	Grey	Red	Blue	Grey	Green

Stations	Physical Cell Checks			Mandatory Cell Searches			Gazetted Cell Capacity		
	2012	2013	2018	2012	2013	2018	2012	2013	2018
Bethel Town	Green	Purple	Green	Orange	Purple	Red	Green	Purple	Red
Bluefields									
Darlistan									
Frome	Red	Purple	Red	Orange	Purple	Red	Green	Purple	Green
Grange Hill									
Little London									
Negril	Red	Purple	Green	Orange	Purple	Red	Green	Purple	Red
Savanna-la-mar	Red	Grey	Blue	Orange	Blue	Blue	Red	Red	Blue
Whitehouse									
Whithorn	Blue	Grey	Red	Orange	Orange	Red	Blue	Green	Red

COMMENTS: With the exception of the Station Diary, Charge and Prisoners' Property Book and Mandatory Checks of Cells, the division performed admirably when maintaining records and conducting activities according to JCF policies. The *Darlistan Station* was the sole station to maintain the Station Diary and the records available for inspection.

KEY

	Maintained adherence to JCF policy		Not applicable
	Failed to maintain adherence to JCF Policy		Station not included in re-inspection
	Record/activity not included in inspection		Activity not yet implemented by the JCF
	Lock-up closed/out of commission		Lock-up under renovation/constructed
	No prisoners/children/detainees in lock-up		Record not available for inspection

CRITICAL OBSERVATIONS

- Divisional Inspections:** Only four of ten stations were inspected by the Divisional Command in accordance with JCF policy, with three stations copying the minutes of inspections and forwarding them to the DHQ.
- Cell Condition:** The supporting steel on the lock-up grill at the Frome Station was detached and required welding. The concrete holding the hinges of the lock-up cell doors was compromised.



Detached steel on grill by cell area at Frome Station in 2018



Concrete around the hinges of the cell doors was compromised at the Frome Station in 2018

- Safety and Security:** There was still no security perimeter fence enclosing the front of Little London Station compound.



Absence of perimeter fence at the front of Little London Station in 2012 & 2018, respectively



The fence adjacent to some steps at the rear of the Bluefields Station was damaged in 2012. This situation, remained unchanged.



Damaged fence at Bluefields Station 2012 & 2018, respectively

There were defective wires and a damaged security light on the Whithorn Station compound.



Damaged electrical wires at Whithorn Station, 2018



Defective light seen on compound of Whithorn Station, 2018

► APPENDIX 2:

FINDINGS FROM SPECIAL INSPECTION FOR THE PERIOD 2017/2018

Purpose

In accordance with the provision of Section 8 of the PCOA Act at the request of the Minister, the PCOA conducted an inspection of the Milk River Station lock-up on November 1, 2017.

Methodology

The inspection was conducted as a one day unannounced visit to the Milk River Station, which has been designated a lock-up for male children for the JCF Clarendon Division. The Milk River Station was under the command of Sergeant Noel Duansingh, while the Divisional Commander was Senior Superintendent (SSP) Vendolyn Cameron-Powell and the Administrative Officer, Superintendent (SP) Robert Gordon. The PCOA Team sought to determine the condition of the lock-up and the extent to which the station was complying with JCF guidelines and procedures, namely, JCF Manual Force Standing Orders, Chapters 34 and 41 (Prisoners in Custody), and the applicable sections of the weekly published JCF Force Orders.

The Inspection format included general observations and facts garnered from interviews and documents made available to the PCOA Team.

Prisoner in Custody station records were reviewed for the period October 1-31, 2017.

PRISONERS IN CUSTODY FINDINGS

Record Management

Prisoners in Custody (PIC) Register

The PIC Register was properly maintained at the Milk River Station. Entries could be cross-referenced with the PIC Cards and Station Diary. The register showed that two children were in custody during the time of inspection.

NUMBER	NAME OF PRISONER	AGE	DATE TAKEN INTO CUSTODY	PRISONER CHARGED
1	Dwayne ****	17	October 23, 2017	Wounding with intent
2	Jason ****	16	October 31, 2017	Illegal possession of ammunition. Charged while the Team was at the station.

Table 1: Prisoners charged as presented November 1, 2017



PIC Cards

The PIC Cards were well maintained. Both cards could be cross-referenced with the PIC Register.

Prisoners' Charge and Property Book

The Prisoner Charge and Property Book was well maintained. All items belonging to the children could be accounted for and, the required signatures for the receipt and release of all prisoner items were seen.

CELL MANAGEMENT

Cell Capacity

The lock-up is gazetted to accommodate 10 prisoners. At the time of the inspection the cell capacity was below ten. Two male children were in custody.

STATION	DATE OF INSPECTION	GAZETTED CAPACITY	AMOUNT IN CUSTODY	EXCESS/LESS
Milk River	November 1, 2017	10	2	8

Table 2: Amount of prisoners in the Milk River lock-up

Physical Checks of Cells

The PCOA Team found that for the month of October the lock-up had prisoners for 26 of the 31 days. During that period, 43 physical checks were done which suggested that close to two physical checks were done daily, which is above the required amount of one per day.

STATION	PERIOD OF REVIEW	# OF DAYS PRISONERS IN CELLS	REQUIRED AMOUNT OF PHYSICAL CHECKS	TOTAL AMOUNT OF PHYSICAL CHECKS
Milk River	October 1-31, 2017	26	26	43

Table 3: Amount of Physical Checks conducted between October 1-31, 2017

Cell Conditions

The lock-up was generally in good condition. The grill bars to the entrances as well as the windows were firmly intact and the locks, operable. The cells were recently painted and the shower and toilet were in good working order.



Entrance to the cells



View of Cell Number 1



View of Cell Number 2



View of the lock-up shower



View of the lock-up toilet

OBSERVATIONS

Structural Improvement

The PCOA Inspection Team observed that the station building and cells were recently renovated and a new standby generator installed and functioning.



Newly renovated Milk River Station as seen on November 1, 2017

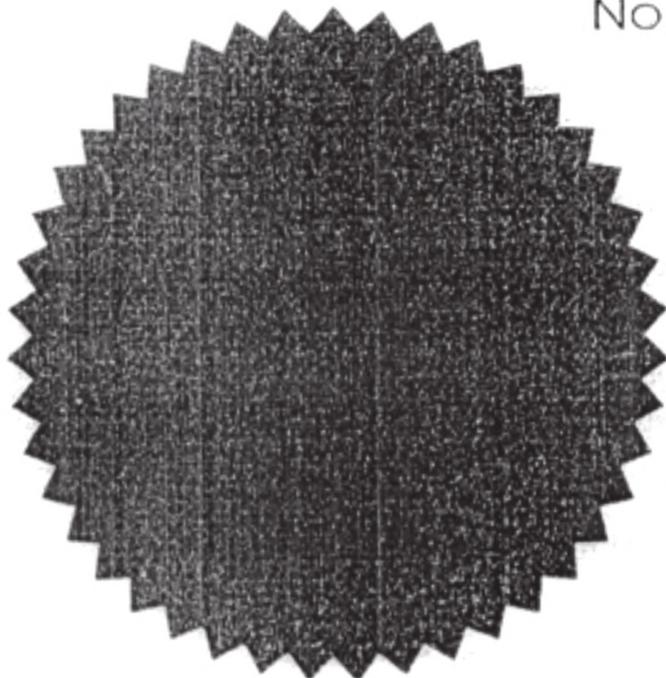


New generator and fuel tank installed at the Milk River Station as seen on November 1, 2017

APPENDIX 3:

PCOA ACT OF 2005

No. 33-2005



I assent,



Governor-General.

28th day of December 2005

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

[]

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

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

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

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

*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.



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

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

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

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

(2) A person who—

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

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

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

Reference of matters by Authority.

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

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

*The Police (Civilian Oversight) Authority
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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
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SCHEDULE

(Section 3)

The Police (Civilian Oversight) Authority

Constitution of Authority.	<p>1—(1) The Authority shall consist of not less than five nor more than seven members, of whom—</p> <ul style="list-style-type: none"> (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. <p>(2) A person may not be appointed under sub-paragraph (1) if he is—</p> <ul style="list-style-type: none"> (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.	<p>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.</p> <p>(2) Every member shall be eligible for reappointment.</p>
Chairman.	<p>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.</p> <p>(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.</p>
Acting appointments.	<p>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.</p>
Resignation.	<p>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.</p> <p>(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.</p>



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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 membership.

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:

Appointment of staff.

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

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

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

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

Seal and execution of documents.

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

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

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

Proceedings
and
meetings.

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

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

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

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

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

Protection
of members.

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

Remuneration
of members.

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

Office of
member
not public
office.

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

Provisions
applicable
when no
Leader of
Opposition.

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

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

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



*The Police (Civilian Oversight) Authority
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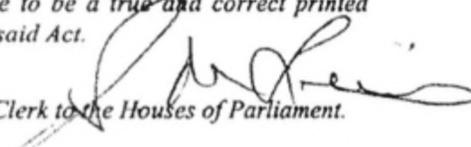
Passed in the House of Representatives this 25th day of October, 2005.

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.



POLICE (CIVILIAN OVERSIGHT) AUTHORITY

FINANCIALS

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Independent Auditor's Report

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AUDITOR GENERAL'S DEPARTMENT
P.O. BOX 455
KINGSTON 5
JAMAICA
Email: audgen@auditorgeneral.gov.jm

AUDITOR GENERAL'S REPORT

**To the Chief Executive Officer
Police Civilian Oversight Authority**

Opinion

I have audited the accompanying Financial Statements of the Police Civilian Oversight Authority, set out on pages 67 to 78, which comprise the Statement of Financial Position as at March 31, 2018, 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.

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, 2018, and of its financial performance, and its cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS).

Basis for Opinion

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of this report. My staff and I are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in the audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. I did not identify any key audit matter.

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 (IPSAS). 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.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there are plans to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibility for the audit of the Financial Statements

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 as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISSAIs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISSAIs, I exercise professional judgment and maintain professional scepticism throughout the audit.

I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. The conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

I have communicated with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that was identified during the audit.

Report on Additional Requirements of the PCOA Act

I have obtained all the information and explanations, which to the best of my 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 of Jamaica

2020/10/29.....

Date

Police Civilian Oversight Authority
Statement of Financial Position
As at March 31, 2018

	Note	<u>2018</u> \$	<u>2017</u> \$
Non-current assets			
Property, plant and equipment	5	<u>44,402</u>	<u>227,712</u>
Current assets			
Accounts receivable	6	467,314	467,314
Cash and cash equivalents	7	<u>20,279</u>	<u>20,279</u>
		<u>487,593</u>	<u>487,593</u>
Current liabilities			
Accounts payable	8	1,666,854	1,573,211
Employee benefits	9	<u>5,324,014</u>	<u>2,604,653</u>
		<u>6,990,868</u>	<u>4,177,864</u>
Net current liabilities		<u>(6,503,275)</u>	<u>(3,690,271)</u>
Total Net Liabilities		<u>(6,458,873)</u>	<u>(3,462,559)</u>
Non-current liabilities			
Employee benefits	9	<u>1,755,474</u>	<u>3,677,436</u>
Equity			
Capital - GOJ investment	10	2,656,086	2,656,086
Accumulated deficit		<u>(10,870,433)</u>	<u>(9,796,081)</u>
		<u>(8,214,347)</u>	<u>(7,139,995)</u>
Total equity and liabilities		<u>(6,458,873)</u>	<u>(3,462,559)</u>

The financial statements were approved for issue by management on September 10, 2019 and signed on its behalf by:


 Dave McIntosh
 Chief Executive Officer


 Errol Strong
 Chairman of the Authority

The accompanying notes on pages 5-12 form an integral part of the financial statements.



Police Civilian Oversight Authority
Statement of Financial Performance
As at March 31, 2018

	Note	2018 \$	2017 \$
Revenue			
Subvention		41,209,943	39,432,899
Total operating revenue		41,209,943	39,432,899
Operating expenses			
Compensation of employees	11	29,172,337	27,612,521
Travelling and transportation		9,491,709	7,451,979
Premises related expenses	12	203,421	388,892
Administrative expenses	13	2,835,518	1,117,640
Board fees		398,000	306,000
Depreciation	5	183,310	226,610
Total operating expenses		42,284,295	37,103,642
Net surplus/(deficit) for the year		(1,074,352)	2,329,257

The accompanying notes on pages 5-12 form an integral part of the financial statements.

Police Civilian Oversight Authority
Statement of Changes in Equity
Year ended March 31, 2018

	Capital GOJ Investment	Accumulated Deficit	Total
	\$	\$	\$
Balance as at March 31, 2016	2,656,086	(12,125,338)	(9,469,252)
Surplus for the year	-	2,329,257	2,329,257
Balance as at March 31, 2017	2,656,086	(9,796,081)	(7,139,995)
Deficit for the year	-	(1,074,352)	(1,074,352)
Balance as at March 31, 2018	<u>2,656,086</u>	<u>(10,870,433)</u>	<u>(8,214,347)</u>

The accompanying notes on pages 5-12 form an integral part of the financial statements.



Police Civilian Oversight Authority
Statement of Cash Flows
Year ended March 31, 2018

	<u>2018</u>	<u>2017</u>
Note	\$	\$
Cash flows from operating activities		
Surplus/(deficit) for the year	(1,074,352)	2,329,257
Adjustments:		
Depreciation	183,310	226,610
(Increase)/Decrease in accounts receivable	-	-
Increase/(Decrease) in accounts payable	93,643	346,890
Increase/(Decrease) in employee benefits	<u>797,399</u>	<u>(2,902,757)</u>
Net cash from/(used in) operating activities	<u>-</u>	<u>-</u>
Cash flows from investing activities		
Capital expenditure	5 <u>-</u>	<u>-</u>
Net cash used in investing activities	<u>-</u>	<u>-</u>
Cash flows from financing activities		
Net cash flows from financing activities	<u>-</u>	<u>-</u>
Increase in cash and cash equivalents		
Cash and cash equivalents at beginning of year	<u>20,279</u>	<u>20,279</u>
Cash and cash equivalents at end of year	<u><u>20,279</u></u>	<u><u>20,279</u></u>

The accompanying notes on pages 5-12 form an integral part of the financial statements.

Police Civilian Oversight Authority

Notes of Financial Statements

Year ended March 31, 2018

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 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

- i) 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.

- ii) 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 of Financial Statements

Year ended March 31, 2018

3. 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 of Financial Statements

Year ended March 31, 2018

3. Significant accounting policies (Cont'd)

vi. Foreign currency translation

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

vii. Employee benefits

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

viii. Provisions

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

viii. Impairment and reversals of impairment

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

ix. Financial instruments

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. The Authority's financial instruments at March 31, 2018, were receivables and payables.



Police Civilian Oversight Authority

Notes of Financial Statements

Year ended March 31, 2018

3. 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 the 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.

4. 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 the 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 of Financial Statements
Year ended March 31, 2018

4. Financial risk management (Cont'd)

a. Market Risk (cont'd)

i. Currency risk

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

ii. Interest rate risk

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

	<u>2018</u>	<u>2017</u>
	\$	\$
Cash and cash equivalents	<u>20,279</u>	<u>20,279</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.

<u>2018</u>				
Financial liabilities	Carrying Amount	Contract Amount	Within 1-12 months	Within 1-3 Years
	\$	\$	\$	\$
Accounts payable	1,666,854	1,666,854	1,666,854	-
Employee benefits	7,079,488	7,079,488	5,324,014	1,755,474
	<u>8,746,342</u>	<u>8,746,342</u>	<u>6,990,868</u>	<u>1,755,474</u>
<u>2017</u>				
Financial liabilities	Carrying Amount	Contract Amount	Within 1-12 months	Within 1 -3 Years
	\$	\$	\$	\$
Accounts payable	1,573,211	1,573,211	1,573,211	-
Employee benefits	6,282,089	6,282,089	2,604,653	3,677,436
	<u>7,855,300</u>	<u>7,855,300</u>	<u>4,177,864</u>	<u>3,677,436</u>



Police Civilian Oversight Authority
Notes of Financial Statements
Year ended March 31, 2018

4. 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>2018</u>	<u>2017</u>
	\$	\$
Cash and cash equivalents	20,279	20,279
Receivables	467,314	467,314
	<u>487,593</u>	<u>487,593</u>

5. Property, plant and equipment

	Computer Hardware	Office Equipment	Office Furniture	Total
	\$	\$	\$	\$
At Cost or Valuation:				
April 1 2017	3,100,361	1,010,827	1,833,099	5,944,287
Additions	-	-	-	-
Disposals	-	-	-	-
March 31 2018	<u>3,100,361</u>	<u>1,010,827</u>	<u>1,833,099</u>	<u>5,944,287</u>
Depreciation:				
April 1 2017	3,100,361	1,010,827	1,605,387	5,716,575
Charge for the year	-	-	183,310	183,310
Disposals	-	-	-	-
March 31 2018	<u>3,100,361</u>	<u>1,010,827</u>	<u>1,788,697</u>	<u>5,899,885</u>
Net Book Value:				
March 31 2018	<u>-</u>	<u>-</u>	<u>44,402</u>	<u>44,402</u>
March 31 2017	<u>-</u>	<u>-</u>	<u>227,712</u>	<u>227,712</u>

Police Civilian Oversight Authority
Notes of Financial Statements
Year ended March 31, 2018

6. Accounts receivable

This represents overpayment of board fees to directors during the financial periods 2007/08 to 2010/11.

	<u>2018</u>	<u>2017</u>
	\$	\$
Accounts receivable	<u>467,314</u>	<u>467,314</u>

7. Cash and cash equivalents

	<u>2018</u>	<u>2017</u>
	\$	\$
Cash at bank	<u>20,279</u>	<u>20,279</u>

8. Accounts payable

	<u>2018</u>	<u>2017</u>
	\$	\$
Accruals	499,663	513,689
GCT Payable	336,903	229,234
Accrued Audit Fee	830,288	830,288
	<u>1,666,854</u>	<u>1,573,211</u>

9. 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>2018</u>	<u>2017</u>
	\$	\$
Current :		
Provision for salary arrears	363,059	-
Provision for gratuity	4,210,638	2,055,716
Provision for vacation leave	750,317	548,937
	<u>5,324,014</u>	<u>2,604,653</u>
Non-current:		
Provision for gratuity	<u>1,755,474</u>	<u>3,677,436</u>
	<u>7,079,488</u>	<u>6,282,089</u>



Police Civilian Oversight Authority
Notes of Financial Statements
Year ended March 31, 2018

10. Capital - Government of Jamaica Investment

These amounts represent initial notional loans received from the Government of Jamaica (GOJ) 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's policy.

11. Compensation of employees

	<u>2018</u>	<u>2017</u>
	\$	\$
Salaries	22,247,666	21,001,991
Employer's contribution	1,684,339	1,594,953
Employee benefits	5,240,332	5,015,577
	<u>29,172,337</u>	<u>27,612,521</u>

12. Premises related expenses

	<u>2018</u>	<u>2017</u>
	\$	\$
Telephone	<u>203,421</u>	<u>388,892</u>

13. Administrative expenses

	<u>2018</u>	<u>2017</u>
	\$	\$
Office expenses	1,048,142	182,031
GCT Irrecoverable	117,951	102,542
Audit fee	207,572	207,572
Meals	-	102,095
Hotel accommodation	1,366,853	444,400
Staff training	95,000	79,000
	<u>2,835,518</u>	<u>1,117,640</u>

► EMOLUMENTS

COMPENSATION FOR PCOA MEMBERS

Name & Position of Board Members	Year 2017/2018	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
Chairman, Professor Anthony Harriott		7,000 x 1 12,000 x 10	N/A	N/A	N/A	127,000
Pastor Glen Samuels		7,000 x 4	N/A	N/A	N/A	28,000
Dr. The Hon. Marshall Hall, O.J		7,000 x 8	N/A	N/A	N/A	56,000
Gladstone Lewars, O.D		7,000 x 8	N/A	N/A	N/A	56,000
Jacqueline Hinkson		7,000 x 11	N/A	N/A	N/A	77,000
Errol Strong*		12,000 x 1 7,000 x 6	N/A	N/A	N/A	54,000
Grand Total						398,000

Notes * Errol Strong was appointed PCOA Chairman on February 12, 2018



EMOLUMENTS (cont'd)

COMPENSATION FOR PCOA SENIOR EXECUTIVES

Position of Senior Executive	Year	Salary (\$)	Gratuity or Performance Incentive (\$)	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer Dave M. McIntosh	2017/2018	4,918,576	1,229,644	1,343,608	N/A	N/A	N/A	7,491,828
Senior Director of Inspections and Monitoring Andrew E. Beaumont	2017/2018	2,932,157	733,039	1,343,608	N/A	N/A	N/A	5,008,804
Grand Total		7,850,733	1,962,683	2,687,216				12,500,632

Notes

1. Where contractual obligations and allowances are stated in a foreign currency, the sum in that stated currency must be clearly provided and not the Jamaican equivalent.
2. Other Allowances (including laundry, entertainment, housing, utility, etc.)
3. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

CONTACT INFORMATION

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