

**Stations Show Significant Improvement in Compliance under the Station Monitoring Programme**

Consistent monitoring of police stations is essential for improving compliance with policies and procedures of the Jamaica Constabulary Force (JCF).

This correlation was established under the Station Monitoring Programme (SMP), a pilot programme launched in November 2023.

The programme, involved monthly inspections for 5 months, of two selected stations - Gold Street in the Kingston Central Division and Rockfort in the Kingston Eastern Division. These stations were selected based on their location in high crime areas/hotspots, where the prevailing belief is that they neglect records management.

Under the SMP, compliance at both stations moved from 60% in November 2023 to 100% by March 2024, demonstrating the effectiveness of consistent monitoring in improving adherence to JCF policies and standards. At the outset of the programme, a comprehensive inspection of both stations was conducted, revealing that while both stations were compliant with the Firearm Register, Sudden Death Register and Customer Refer-

ence Form (CR-10), they had issues with the Station Diary and the General Property



The PCOA Team (right and second from the left) sharing lens time with personnel from the Gold Street Station. The station was one of two selected for the Station Monitoring Programme (SMP), which was launched in 2023.

Book.

The Gold Street Station lacked the required number of debriefings in its Station Diary, while the Rockfort Station had insufficient lectures for the period. Only the Rockfort Station complied with mentioning the Use of Force Policy in all briefings. As for the General Property Book, there were missing witness signatures when items were released as well as the book could not be cross-referenced with the Station Diary.

By the second inspection both stations were adherent to JCF policies when maintaining the

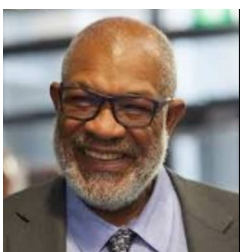
Station Diary. However, the Rockfort Station remained non-compliant with JCF policies as it pertained to the maintenance of the General Property Book. This issue would persist until the 4th inspection, where an improvement was finally seen. At the conclusion of the SMP on March 1, both stations demonstrated strict compliance with JCF policies regarding the Firearm Register, Sudden Death Register and CR-10. Significant improvement in the maintenance of the Station Diary was observed. Of note, the General Property Book at the Gold Street Station from November 1, 2023 to March 1, 2024, was properly maintained, making this station more complaint of the two stations. Given the outcome of SMP, plans are underway to make it a permanent fixture in the Inspection and Monitoring schedule as a means of promoting greater compliance with JCF policies and procedures.

Two new stations will be selected for participation in the programme, which will again span 5 months.

**Professor Terrence Forrester Appointed as PCOA Member**

Professor The Hon. Terrence Forrester was appointed on April 1 by the Governor General to serve as a member of the Police Civilian Oversight Authority (PCOA).

His appointment brings the total back to seven members of the Authority, which is the full complement by law. Professor Forrester, replaces Rev. Dr. Maitland Evans, who resigned on May 30, 2023. He will also replace Rev. Evans as one of two PCOA representatives, who sit on the Police Service Commission (PSC).



CONTRIBUTED: New PCOA Member, Professor The Hon. Terrence Forrester, OJ

Mr. Forrester is the chief Scientist for University of the West Indies

(UWI) Solutions for Developing Countries (SODECO) and Professor of Experimental Medicine in the Faculty of Medical Sciences at UWI, Mona.

He is a clinical scientist with a longstanding interest in cardiovascular disease and was founding Director of the Tropical Medicine Research Institute. He has also received several accolades for his work including the prestigious Anthony N. Sagba Caribbean Awards for Excellence (2006) and National Honours, the Order of Jamaica

in 2012.

The tenure of the Authority ends in 2026.

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## Divisional Commanders Agree on 100% Improvement in Record Management

Divisional Commanders in Area 1 have set a target for a 100% improvement in records management for the upcoming Transforming Our Police Service (TOPS) Re-inspection.

This target was set and agreed upon during a virtual TOPS Performance Review Meeting held in April, which had some 45 stakeholders in attendance including the Permanent Secretary in the Ministry of National Security, Ambassador Alison Stone Rooft, Commissioner of Police, Dr. Kevin Blake, all PCOA Members and also Police Service Commission Board Members.

The Divisional Commanders from Area 1, which is comprised of St. James, Trelawny, Westmoreland and Hanover, accepted the findings outlined in inspection reports generated from the TOPS Competition for Area 1. Findings included an overall deficiency in the maintenance of regular and prisoners-in-custody (PIC) records as well as divisional inspections of stations; the need to improve some station facilities in order to provide a better working environment; and in terms of customer service, the implementation of Citizens Complaints Register at all stations according to JCF policy.

The Commanders also discussed procedures that were in place to ensure improvement along with compliance. Acting Assistant Commissioner of Police (ACP), Glenford Miller, who was recently



The Police Commissioner, Dr. Kevin Blake was among 45 attendees at the virtual Area 1 TOPS Performance Review Meeting, which is the third phase of the TOPS Programme.

transferred to Area 1, also accepted full responsibility for the deficiencies highlighted, pointing out that he was also committed to 100% compliance with aspects of the JCF's standard operating procedures (SOPs) inspected.

As it concerned records management, he indicated that a team from Area 1 will conduct routine inspections of all 4 divisions as part of corrective measures to be implemented to achieve 100% compliance. The ACP further added that Divisional Commanders will report on their records management systems at weekly tasking meetings, noting that the Area 1 Compliance Officer and team will visit the divisions to verify the Divisional Commanders' reports.

For his part, the Commissioner of Police, Dr. Blake informed that he met with the Area Commander and Divisional

Commanders for Area 1 on the deficiencies raised in the reports. He said that emphasis would be placed on maintaining ISO9001 certification, and with Deputy Commissioner of Police (DCP) Clifford Blake as Inspector General of the Inspectorate and Professional Standards Oversight Bureau (IPROB), there would be a significant improvement in records keeping.

Dr. Blake also said that he had communicated to JCF members that records management will be included in their performance assessment.

Meanwhile, the Permanent Secretary in the Ministry of National Security, Ambassador Stone Rooft reiterated the Ministry's commitment to make JCF members comfortable in fit-for-purpose facilities to be able to do their work. She further stated that the Ministry had increased expenditure on large and small projects for police station.

PSC Member, Walter Scott commended the PCOA for its TOPS Programme and encouraged JCF members to view compliance with JCF policies and procedures from a risk and liability management perspective. Mr. Scott said that the failure to comply with JCF policies and procedures could lead to liability issues which could have been avoided.

This meeting, which is the third of four phases in the TOPS Programme, had the highest attendance in its 4-year history.

## Inspection Reveals Overcrowding Among Other Issues at the Mandeville Lock-up

A special inspection of the Mandeville lock-up on May 19 revealed that it not only held prisoners above its gazetted capacity, but also the bathroom facility was in a deplorable condition even after being repaired following an inspection by the Public Health Department.

The inspection was conducted in light of a report on TVJ News on May 17, where prisoners' demanded an intervention by the government over the state of the facility.

In response, the PCOA assembled a delegation to visit the lock-up on May 19. The delegation was comprised of three Manchester based Justices of the Peace (JPs), a representative from the Mandeville Office of the Public Defender, two representatives from Detentions and Court and three team members from the PCOA..

The inspection took the format of inter-



Members of the delegation assembled in a office at the Mandeville Station to discuss findings after an inspection.

views with the Administration and Custody Officer and JPs from the Manchester Chapter, an inspection of cells, followed by a review of CCTV footage.

The delegation found the lock-up was overcrowded to the point where cells designed to hold a particular amount, held double the capacity, therefore the overflow was accommodated in a makeshift area. A breakdown of the figures showed that 84% of the

lock-up population were remanded by the court, while 5% were offered bail and another 5% were not yet before the court. Two per cent were being held on reasonable suspicion and another 1% convicted. Documented evidence by the JCF pointed to efforts by the Management Team to abide by policy when dealing with overcrowding. However, all lock-ups in the division and Area are filled beyond capacity and therefore the division is placed on standby by Detentions and Courts for any space made available at the Horizon Remand Centre.

As for the bathroom facility in the lock-up, this was in a deplorable condition. With one toilet and a sink out of use coupled with overcrowding, prisoners resorted to unsanitary ways to relieve themselves. While showers were working, drains were blocked. This was in part due to actions of the prisoners.



## Hellshire Station Excels in Records Management

Among the eight stations in the St. Catherine South Division inspected in May, the Hellshire Station stood out with perfect records management, achieving a 100% compliance with Jamaica Constabulary Force (JCF) policies. Hellshire Station emerged as the only St. Catherine South station to fully comply with JCF policies for maintaining the Station Diary, a persistent challenge for most stations.

In addition to the Station Diary, the station also met compliance standards for the Firearm Register, General Property Book, CR-10, and Sudden Death Register, with Central Village and Old Harbour stations matching this performance. While acing station management, maintenance of station facility and the Citizen Complaints Register, the station faltered only in the JCF Patrol Visit Register and conducting widely publicized meetings.

The station, likewise five other stations, did not have generators installed or operational. Only Portmore and Central Village, which are prisoners in custody (PIC) stations, had generators. Of note however, included in the six stations



Inspection and Monitoring Officer, Norville Davy (right) sharing findings from an inspection with police personnel at the Caymanas Station in the St. Catherine South Division.

lacking a generator, two were also PIC stations, one of them holding adult females and the other males.

In the meantime, for the most part, PIC stations were average in their record keeping, with Bridgeport Station emerging better than average. As for overcrowding, only one station, Central Village held prisoners at the gazetted capacity for cells, however all lock-ups were vigilant when it came to adhering to the required number of cell checks.

The matter of poor lighting and ablution facilities plagued the lock-ups, with Portmore lock-up being the worst. In addition, two lock-ups had stagnant water in

the rear of the cells.

Outside of PIC stations, bathroom facilities were in need of repair at five stations; ceiling, windows, doors and walls requiring repair at five stations; and the kitchens at four stations also needed attention and new appliances. There were also exposed electrical wires at four stations and, several derelict motor vehicles and motorcycles cluttered the compounds of seven stations.

## PCOA Team Visits Jamaica's First Smart Station



The newly constructed Hopewell Station in the Hanover Division.

In May, the PCOA Team conducted a special inspection of Jamaica's first Smart Station - Hopewell Station - in the Hanover Division.

The inspection provided the team with an opportunity to familiarize themselves with the various technological advancements to aid policing.

Innovations included a new surveillance platform, whereby when reports are made, it is entered on this new platform called Jamaica Connect. This software is also used by the Metropolitan Police Force in London, England. Also visitors to the station have access to an electronic survey, which they can rate the quality of service received. However, there were concerns regarding the lack of a stand-by generator, which would be required to power the electronic system in the absence of electricity. Most of the station was air-conditioned, with the exception of the barracks, which led to some discomfort for officers. The location of the public bathroom was also of safety concern, while the outside area required asphaltting as it was dusty in its current state.

Constructed at a cost of \$25 million, the station opened on March 15 this year, and is headed by Inspector Godfrey Lawrence and serves 12 communities including Hopewell. The construction of station, brings to seven, the number of stations in the Hanover Division.

## CACOLE Conference Yields Benefits for PCOA Team

The introduction of body-worn cameras (BWC), which was supposed to be the panacea for police abuse and accountability, has in some cases, fallen short. This was among several takeaways from the 17th Annual Professional Development Conference hosted by the Canadian Civilian Oversight of Law Enforcement at the Fairmont Palliser Hotel in Calgary, Alberta in May. "This was very informative, given that is the direction where our police force is heading," said Senior Director, Inspections and Monitoring, Andrew Beaumont, adding that it was imperative to clear up all questions pertaining efficacy prior to implementation. The opportunity to network, with fellow civilian oversight practitioners from a Commonwealth jurisdiction, proved



CACOLE President, Michelaine Lahaie (third from left) and CACOLE Executive Director, Vicki Yeats (fourth from left) took time out to mingle with PCOA Team - Andrew Beaumont (left); Otarah Byfield Nugent (second from left); and Adin Grant (right); and Richelle Ann Watson of INDECOM.

invaluable. The PCOA Team, which also included first time attendees - PCOA CEO, Otarah Byfield Nugent and Inspection and Monitoring Officer, Adin Grant, mingled with representatives from Munk School of Global Affairs and Public Policy at the University of Toronto, who conducted research on police oversight in Jamaica. A copy of the report was provided.

"We plan to engage this entity further on their research and findings on oversight practices in Jamaica," the Senior Director

disclosed, noting that further collaboration would also include Inspector General of Ontario Inspectorate of Policing. Established in 1997, CACOLE is a non-profit organization comprised of individuals and agencies involved in oversight of police officers in Canada.

## Where Are They Now? 2019 Top Station Winner in the Portland Division, Sergeant Richard Taylor

The PCOA Team recently encountered Richard Taylor, the former Station Commander for San San Station in the Portland Division. We were surprised to learn that since 2019, this 25-year veteran of the JCF had been promoted from Sergeant to Inspector, and was now serving since March 17 as the Station Commander of Buff Bay Station also in the Portland Division. Sure enough *The PCOA Monitor* had a few questions for him.

**With hindsight, would you have pursued a career in law enforcement?** Yes I would. Looking at society now, I see the need for role models to guide our youngsters along the right path. Along the way I have offered guidance and supervision to many youngsters and helped some communities to be better places.

**How did San San winning Top Station for the Portland Division impact your life?** It impacted in a very positive way because over the years, police officers look at policing really operationally and not at proper record keeping and guiding junior members to

also focus on it. Winning has highlighted that members need to focus administratively. We need to focus on records management and training the youngsters in the Force, empowering them to be better police officers. Proper records management will help you down the line. We have seen citizens comeback to the station years later for a certain Station Diary

entry and we have had to search and copy it. Without proper record keeping you know this would not be possible.

**How has it been transitioning from San San Station, which serves 18 communities, to Buff Bay Station, which covers 28 communities?** I have taken the knowledge gained from San San, which was the first station I commanded. This was like college to me as that is where I learnt basic station management. I am improving records management also. The major difference between both stations is that Buff Bay is a lock-up station. So, there is the challenge of accounting for prisoners on a daily basis, overcrowding, health issues, property issues and court issues. I am always learning and I am trying to build Buff



Then San San Station Commander, Sgt. Richard Taylor (left) receives Top Station in Portland Division plaque from PCOA CEO, Otarah Byfield Nugent. Occasion was Area 2 Transforming Our Police Service (TOPS) Competition in 2019

Bay Station to a place where I want it to be. So far we have been doing well, because my young team here is very knowledgeable. I get information from them about how to boost morale of members and how to keep prisoners in line. I have also seen improvement in records keeping since I have been here.

**What advice do you have for those wanting to join the JCF?** It is a force for good! I would recommend becoming a member.



Inspector Richard Taylor stands proudly on the steps of the Buff Bay Station, which he now commands.

## Area 2 TOPS Poster Competition Sensitization Underway



PCOA CEO, Otarah Byfield Nugent (second left) and Senior Director, Inspections and Monitoring, Andrew Beaumont (left) posing with the Minister of State in the Ministry of Education and Youth (MOEY), The Hon. Marsha Smith (right) and Head of MOEY Region 3 (St. Ann & Trelawny), Karlene Segree. Occasion was the Science, Technology, Engineering and Mathematics (STEM) EXPO hosted by MOEY Region 3 at Port Rhodes in Discovery Bay, St. Ann.

In a quest to drum up support for the Area 2 Transforming Our Police Service (TOPS) Poster Competition in September, the PCOA Team hit the road early, visiting schools and meeting Ministry of Education and Youth (MOEY) officials both in Region 2 and 3. The team also visited several schools in the parishes of Portland, St. Mary and St. Ann. The theme for the competition this year is: #aforce4good: A People Driven Transformation. The deadline is October 16.

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Compiled by the PCOA Communications Unit

## PHOTO OP FOR THE QUARTER



Commissioner of Police, Dr. Kevin Blake (left) sharing lens time with PCOA representatives, Chairman Jacqueline Hinkson (centre) and PCOA CEO, Otarah Byfield Nugent, after receiving a framed artwork titled, 'The Force' by Westwood High student, Adeija McBean, who won first place in the TOPS Poster Competition for high schools in Area 1 (St. James, Hanover, Westmoreland and Trelawny) in 2023.