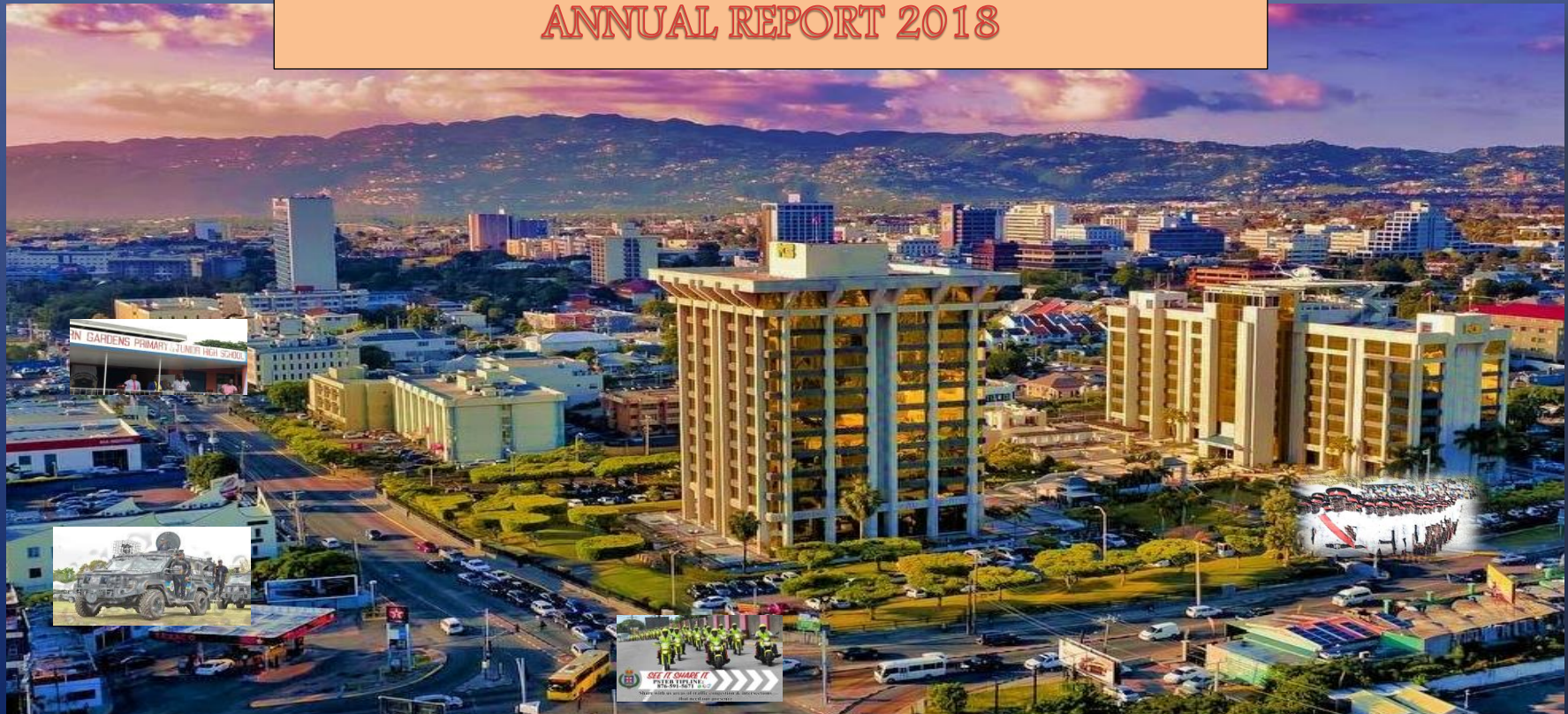




Jamaica Constabulary Force

ANNUAL REPORT 2018



Mission Statement

The Mission of the Jamaica Constabulary Force and its Auxiliaries is to serve, protect and reassure the people in Jamaica through the delivery of impartial and professional service aimed at:

- Maintenance of Law and Order
- Protection of Life and Property
- Prevention and Detection of Crime and
- Preservation of Peace.

"We serve, we protect, we reassure with courtesy, integrity and proper respect for the rights of all".

Vision Statement

The strategic vision of the Jamaica Constabulary is to become a high quality professional service that is valued and trusted by all the citizens of Jamaica.

Core Values

- **Committed to serving our communities**
- **Respect for law and the rule of law**
- **Respect and equitable treatment for all**
- **Our members are our most valuable asset**
- **Policing in genuine partnership with our communities**
- **Enhancing quality through continuous learning and improvement**
- **Honesty and integrity in all we say and do**
- **Leadership that models professionalism**
- **Transparency and accountability**

Table of Contents

| | |
|--|----|
| Message from the Minister of National Security..... | 5 |
| Message from PCOA Chairman..... | 7 |
| FOREWORD | 8 |
| Introduction | 9 |
| The Executive Command | 10 |
| Portfolios..... | 10 |
| Our Performance | 12 |
| Strategic Priority 1: Prevention and Reduction of Serious, Violent and Organized Crime | 12 |
| Strategic Priority 2: Improvement of Public Safety, Confidence and Trust | 20 |
| Strategic Priority 3: Strengthening the Performance and Accountability Framework | 26 |
| Strategic Priority 4: Enhance Respect for Human Rights and Dignity..... | 29 |
| Strategic Priority 5: Enhance Professionalism and Morale for Members..... | 30 |
| Highlights | 35 |
| Strategic Priority 6: Modernization through Technology | 42 |
| Geographic Areas and Divisions' Performance Review | 44 |
| AREA 1..... | 44 |
| ST. JAMES DIVISION | 45 |
| HANOVER DIVISION | 47 |
| TRELAWNY DIVISION..... | 49 |
| WESTMORELAND DIVISION | 51 |
| AREA TWO..... | 53 |

| | |
|--|----|
| PORTLAND DIVISION | 53 |
| ST. MARY DIVISION | 56 |
| ST. ANN DIVISION..... | 58 |
| AREA THREE | 60 |
| MANCHESTER DIVISION | 60 |
| ST. ELIZABETH DIVISION..... | 63 |
| CLARENDON DIVISION | 65 |
| AREA FOUR..... | 68 |
| KINGSTON CENTRAL DIVISION | 68 |
| ST. ANDREW CENTRAL DIVISION..... | 70 |
| KINGSTON WESTERN DIVISION..... | 72 |
| ST. ANDREW SOUTH DIVISION..... | 75 |
| KINGSTON EASTERN DIVISION | 77 |
| AREA FIVE..... | 79 |
| ST THOMAS DIVISION..... | 79 |
| ST. CATHERINE SOUTH DIVISION | 81 |
| ST. CATHERINE NORTH DIVISION | 83 |
| ST. ANDREW NORTH DIVISION | 85 |
| IN MEMORY OF MEMBERS WHO PASSED ON DURING 2018 | 89 |
| List of Abbreviations | 90 |

Message from the Minister of National Security

The Jamaica Constabulary Force is one of Jamaica's most accomplished institutions, and continues to be the country's premier law enforcement authority. For over 150 years, the men and women of the Jamaica Constabulary Force have been the gate-keepers of our nation's peace and security. Daily they stand at the forefront of our country's crime fighting efforts, securing our borders, our communities and our livelihoods.

The men and women of the Jamaica Constabulary Force are undoubtedly the most valuable asset in our security arsenal. They restore and maintain law and order, assist in the detection, investigation, and prevention of crime, protect life and property, and enforce the laws of the land. With a selfless and principled work ethic, the officers of the Jamaica Constabulary Force carry out the mandate and mission to serve, protect and reassure with courtesy, integrity, professionalism and respect for the rights of all.



In order to build a safe and secure Jamaica for all, the Jamaica Constabulary Force through its specialized formations and respective divisions, is leading Jamaica's efforts to disrupt and undermine organized crime, corruption, gangs, illegal transshipment of guns and drugs, and other forms of crime and violence. As I reflect on their accomplishments over the year 2018, I wish to acknowledge and commend the Commissioner of Police and the men and women of the rank and file of the Jamaica Constabulary Force, for their drive, dedication and commitment to serving and protecting Jamaican lives, communities, businesses and families.

In support of your work, the Government is investing substantially in building a more efficient, modern, fit-for-purpose, *Force for Good*, with truly Jamaican characteristics. A force that is culturally relevant, public safety driven, and community oriented, with whom the members of the public can feel more comfortable relating with, and for which police officers can feel a sense of pride and dignity in carrying out their duties.

The safety of our police officers on and off the job is also of paramount importance. We are seeking to increase their safety by ensuring that they are appropriately and adequately equipped to carry out their duties effectively.

The Government is committed to building a safe, secure and prosperous Jamaica for all. The work of the men and women of the Jamaica Constabulary Force is critical to this process.

Thank you for your service!

The Honourable Dr. Horace Chang, CD, MP
Minister of National Security

Message from PCOA Chairman

The members of the Police Civilian Oversight Authority (PCOA) consider the mission of the Authority to be critical to the transformation and professionalization of the Jamaica Constabulary Force (JCF). In this regard, our focus over time is to create avenues for improving the level of accountability of our officers, with a view to impact a change in culture.

The PCOA has designed its programmes and activities that are aimed at strengthening adherence to standard operating procedures, identifying breaches in performance and making practical recommendations for implementation.

Whilst a lot of the PCOA's work is centered on compliance audit of the JCF, it is our firm belief that advocating for police/citizen engagement is a critical component for success of the JCF in its pursuit for transformation. The PCOA recognizes the crucial role of the citizen in embracing policing as a part of its own mission for change to make Jamaica 'the place of choice to live, work, raise families and do business'.

We therefore encourage the members of the JCF to cultivate leadership that will raise internal accountability and engage the citizens in actively participating in policing and creating safe communities. This we believe will influence the credibility of the JCF and the trust and confidence that the public has in the service it provides.

As we continue our collaboration into 2019, the members and staff of the PCOA are committed to extending our support to the JCF.



Errol Strong, JP
Chairman
Police Civilian Oversight Authority

FOREWORD



The pages that follow present an overview of the activities undertaken by the Jamaica Constabulary Force in 2018 and the outcomes produced by these actions.

As an organization, the annual report is one of the tools that are used to put the operations of the Force in context. It guides us as we contemplate the investments that were made and the goals that were set versus the reality of what was accomplished. It is a useful tool in determining our strategies as we tackle the challenges of modern policing going forward.

I am grateful to the team at the Planning, Research and Development Branch for gathering the information contained herein. I also thank them for doing the necessary analysis and presentation of the data. It is no easy task given the size and complexity of the JCF, and I therefore commend them.

It is our hope that all readers, be they researchers, students or policymakers will find value in these pages. I hope too, that the information presented will underscore the significance of the JCF in the national context and the part we play in achieving the vision of making Jamaica the place of choice to live, work, raise families and do business.

Major General Antony Anderson, CD,
ADC, JP, MDA, B. Eng (Hons.), psc
Commissioner of Police

Introduction

The Jamaica Constabulary Force (JCF) is the premier law enforcement arm of the Jamaican government, and has responsibility for the maintenance of law and order, public safety and the prevention and detection of crimes. Integral to its functions is the investigation of alleged crimes as well as the enforcement of all criminal laws as defined by the laws of Jamaica. The JCF is constituted under the Constabulary Force Act and derives its power and authority through several legislations. The organization reports to the Ministry of National Security (MNS) which has oversight responsibility.

The JCF delivers public safety and security services through its island-wide network of five (5) Area Commands, 19 geographic divisions, 175 police stations, 22 posts and 45 other formations. Approximately 91% of its members perform frontline operational and investigative duties while the remaining 9% provide administrative, technical, legal and support services.

As at December 31, 2018, the organization had an establishment of 14,091 and a working strength of 11,790¹. This translates to a shortfall of 2,301, which in part is attributable to the high rate of attrition. The attrition coupled with the growing levels, nature and spread of crime have challenged the organization's capacity to provide the vast array of services required to the people of Jamaica. Notwithstanding the significant challenges throughout the period under review, remarkable successes were attained in a number of key areas and the membership remained resolute, demonstrating their commitment to serve and protect.

Throughout the year 2018, Rule of Law, public safety, respect for all and transformation through training and technology were themes which factored significantly in policing strategies. Community partnerships and effective communication were promoted to enhance citizens' engagement and trust. Welfare management reflected on-going efforts to advance members capacities and confidence, and motivate them as the critical internal stakeholders to promote organization's success.

The year ended with an overall reduction of major crimes over the 2017 period and a focused strategy for entering 2019.

¹ Source: JCF Administration Branch.

The Executive Command



Major General Antony Anderson, CD,
ADC, JP, MDA, B. Eng (Hons.), psc CP

The Executive Command of the JCF is headed by the Commissioner of Police, Major General Antony Anderson who assumed office in March 2018 having taken over from Mr. George Quallo, CD. The Commissioner has sole operational command and superintendence of the JCF. He is supported by four portfolio officers who are deputy commissioners, and a broader command leadership group which comprises assistant commissioners, directors, and division and section commanders.

Portfolios



Mr. Richard Stewart
LL.B. (Hons.), M.Sc., B.Sc. (Hons.), Attorney-at-law
DCP (Acting)

Administration and Support Services – Mr. Richard Stewart, Acting Deputy Commissioner

This portfolio provides for the general administration and corporate planning of the JCF. It is mainly concerned with the development of the administrative policies and procedures, and provides oversight to the adjudication of rules and regulations, processes and procedures. The portfolio manages the following Branches: Training; Administration; Services; Finance Administration; Planning, Research & Development; and Corporate & Special Services.



Crime & Security – Mr. Selvin Hay, Deputy Commissioner of Police

Crime and Security Portfolio has primary responsibility for providing strategic oversight and policy direction to the Criminal Investigation Branch (CIB), Security and Intelligence Branch (SIB), and the Counter Terrorism and Organized Crime Investigation Branch (C-TOC). Under the command of Deputy Commissioner Selvin Hay, the portfolio assists the organization in fulfilling its mandate by developing strategies to improve its capacity and capabilities in crime prevention/solutions.

Mr. Selvin Hay, DCP



Mr. Clifford Blake
M.Sc. - DCP

Strategic Operations - Mr. Clifford Blake, Deputy Commissioner

This portfolio has responsibility to develop and implement operational plans and key initiatives. It also coordinates and monitors activities for the timely delivery of strategic operational objectives, as well as the planning and coordination of security arrangements for international and other major events.



Mr. Clinton Laing
ACP

Inspectorate of Constabulary – Mr. Clinton Laing, Assistant Commissioner (Acting)

As the quality assurance arm of the JCF, the Inspectorate of Constabulary (IOC) provides internal oversight on the operations of the Force, and has the responsibility to establish standards and monitor compliance. The IOC investigates breaches, submits reports and provides advice to the High Command on issues of ethics and integrity. This portfolio also has the responsibility to liaise with external oversight bodies.

Our Performance

The Executive command is responsible for setting the strategic direction of the JCF and determines the key priorities. The 2018 Annual Plan articulated six strategic priorities which were identified as critical to the JCF achieving success in its mandate. These priorities informed the organization's objectives and targets, and guided the overall performance. They are:

Priority 1: Prevention and Reduction of Serious, Violent and Organized Crime

Priority 2: Improvement of Public Safety, Confidence and Trust

Priority 3: Strengthening the Performance and Accountability Framework

Priority 4: Enhance Respect for Human Rights and Dignity

Priority 5: Enhance Professionalism and Moral for Members

Priority 6: Modernization through Technology

The achievements for the period under review are outlined herein:-

Strategic Priority 1: Prevention and Reduction of Serious, Violent and Organized Crime

Crime and violence is considered the number one public safety issue in Jamaica and a threat to the country's human and economic development.² As a consequence the primary focus of the JCF was to enhance public safety and security through purposeful and targeted policing aimed at crime reduction and prevention. The period under review reflected several challenges posed by a proliferation of gangs and gang warfare coupled with domestic violence and other issues spread across the island. However, the JCF was resolute in its efforts to curtail the crime conditions by employing a number of strategies and initiatives, combining the human intelligence with modern technology and forensic science. This allowed for greater management of crimes especially Category One crimes.

² <https://publications.iadb.org/publications/english/document/Crime-and-Violence-in-Jamaica-IDB-Series-on-Crime-and-Violence-in-the-Caribbean.pdf>; Crime and Violence in Jamaica: IDB Series, Anthony D. Harriott, Marlyn Jones, IDB technical note 1060, 2016

Category One Crimes

- I. Category One Crimes are those considered serious and are oftentimes coupled with acts of violence. This category comprises seven major crimes divided into two groups: i) serious and violent crimes (murder, shooting, rape and aggravated assault); and ii) acquisitory crimes (robbery, break-in and larceny). **Table 1** shows a comparison of Category One Crimes occurring 2017 and 2018 by divisions.

Table 1: *Category One Crimes for Jamaica, 2017/2018*

| Serious & Violent Crimes Reported by Division | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------|------|------|----------|------|------|---------|------|------|----------|------|-----|------|------|-----|---------|------|-----|--------------------|------|-----|-------------|------|-------|
| January 01, 2018 - December 31, 2018 and Comparison for 2017 | | | | | | | | | | | | | | | | | | | | | | | | |
| Divisions | Murder | | | Shooting | | | Robbery | | | Break-in | | | Rape | | | Larceny | | | Aggravated Assault | | | Grand Total | | |
| | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- | 2018 | 2017 | +/- |
| Kingston 'C' | 16 | 27 | -11 | 24 | 30 | -6 | 39 | 50 | -11 | 16 | 16 | 0 | 6 | 10 | -4 | 23 | 27 | -4 | 7 | 10 | -3 | 131 | 170 | -39 |
| Kingston 'E' | 67 | 56 | 11 | 59 | 64 | -5 | 46 | 58 | -12 | 16 | 9 | 7 | 3 | 7 | -4 | 3 | 2 | 1 | 8 | 15 | -7 | 202 | 211 | -9 |
| Kingston 'W' | 70 | 94 | -24 | 57 | 126 | -69 | 20 | 36 | -16 | 7 | 17 | -10 | 17 | 11 | 6 | 5 | 6 | -1 | 14 | 8 | 6 | 190 | 298 | -108 |
| St. Andrew 'C' | 82 | 76 | 6 | 73 | 54 | 19 | 103 | 119 | -16 | 35 | 48 | -13 | 12 | 18 | -6 | 15 | 12 | 3 | 13 | 18 | -5 | 333 | 345 | -12 |
| St. Andrew 'S' | 148 | 160 | -12 | 138 | 196 | -58 | 101 | 93 | 8 | 48 | 26 | 22 | 42 | 47 | -5 | 4 | 3 | 1 | 15 | 13 | 2 | 496 | 538 | -42 |
| St. Andrew 'N' | 62 | 58 | 4 | 45 | 50 | -5 | 48 | 106 | -58 | 66 | 58 | 8 | 19 | 20 | -1 | 7 | 4 | 3 | 15 | 10 | 5 | 262 | 306 | -44 |
| St. Catherine 'N' | 98 | 137 | -39 | 81 | 137 | -56 | 124 | 173 | -49 | 68 | 106 | -38 | 44 | 60 | -16 | 9 | 10 | -1 | 28 | 27 | 1 | 452 | 650 | -198 |
| St. Catherine 'S' | 96 | 109 | -13 | 94 | 113 | -19 | 89 | 98 | -9 | 85 | 58 | 27 | 43 | 38 | 5 | 4 | 2 | 2 | 15 | 7 | 8 | 426 | 425 | 1 |
| St. Thomas | 31 | 22 | 9 | 19 | 15 | 4 | 22 | 16 | 6 | 57 | 49 | 8 | 21 | 25 | -4 | 3 | 2 | 1 | 20 | 29 | -9 | 173 | 158 | 15 |
| St. James | 102 | 341 | -239 | 106 | 256 | -150 | 57 | 70 | -13 | 47 | 38 | 9 | 32 | 37 | -5 | 7 | 14 | -7 | 25 | 26 | -1 | 376 | 782 | -406 |
| Trelawny | 30 | 22 | 8 | 27 | 24 | 3 | 24 | 19 | 5 | 47 | 64 | -17 | 10 | 25 | -15 | 7 | 3 | 4 | 9 | 28 | -19 | 154 | 185 | -31 |
| Westmoreland | 141 | 148 | -7 | 151 | 151 | 0 | 42 | 56 | -14 | 62 | 48 | 14 | 44 | 31 | 13 | 4 | 3 | 1 | 22 | 22 | 0 | 466 | 459 | 7 |
| Hanover | 59 | 61 | -2 | 60 | 43 | 17 | 15 | 7 | 8 | 24 | 4 | 20 | 9 | 3 | 6 | 1 | 0 | 1 | 13 | 10 | 3 | 181 | 128 | 53 |
| St. Mary | 36 | 24 | 12 | 22 | 17 | 5 | 23 | 27 | -4 | 40 | 34 | 6 | 15 | 29 | -14 | 9 | 4 | 5 | 20 | 24 | -4 | 165 | 159 | 6 |
| St. Ann | 48 | 60 | -12 | 43 | 29 | 14 | 54 | 52 | 2 | 90 | 96 | -6 | 21 | 22 | -1 | 6 | 9 | -3 | 27 | 46 | -19 | 289 | 314 | -25 |
| Portland | 15 | 9 | 6 | 5 | 2 | 3 | 9 | 12 | -3 | 26 | 48 | -22 | 10 | 8 | 2 | 6 | 9 | -3 | 12 | 16 | -4 | 83 | 104 | -21 |
| Manchester | 31 | 46 | -15 | 39 | 34 | 5 | 105 | 126 | -21 | 199 | 292 | -93 | 23 | 33 | -10 | 18 | 17 | 1 | 40 | 49 | -9 | 455 | 597 | -142 |
| Clarendon | 133 | 171 | -38 | 81 | 127 | -46 | 72 | 92 | -20 | 76 | 70 | 6 | 31 | 40 | -9 | 6 | 8 | -2 | 27 | 29 | -2 | 426 | 537 | -111 |
| St. Elizabeth | 22 | 26 | -4 | 30 | 17 | 13 | 92 | 66 | 26 | 141 | 116 | 25 | 30 | 28 | 2 | 12 | 8 | 4 | 39 | 36 | 3 | 366 | 297 | 69 |
| Grand Total | 1287 | 1647 | -360 | 1154 | 1485 | -331 | 1085 | 1276 | -191 | 1150 | 1197 | -47 | 432 | 492 | -60 | 149 | 143 | 6 | 369 | 423 | -54 | 5626 | 6663 | -1037 |

Murder

For the period under review, a total of 1,287 murders were recorded. This represents a reduction of 360 or 22% when compared to the previous year. Twelve of the 19 geographic divisions recorded reductions in murders. These are: Kingston Central, Kingston Western, St. Andrew South, St. Catherine North, St. Catherine South, St. James, Westmoreland, Hanover, St. Ann, Manchester, Clarendon and St. Elizabeth. The reduction was most pronounced in the St. James Division which recorded 239 or 70% less murders over the comparative period in 2017.

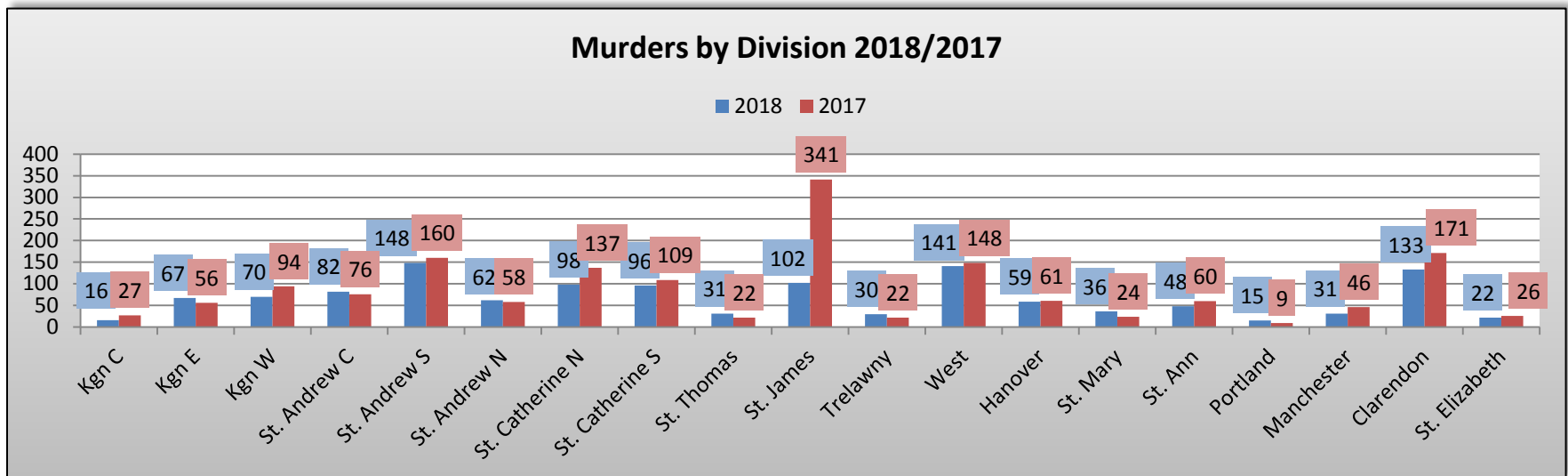


Fig.1: Murder for Jamaica 2018/2017

Shooting

As shown by *Figure 2*, there was a 22% reduction in shooting incidents moving downwards from 1485 in 2017 to 1154 in 2018. The reduction occurred in nine (9) of the 19 geographic divisions with St. James and Kingston Western divisions accounting for the highest reduction of 59% and 55% respectively.

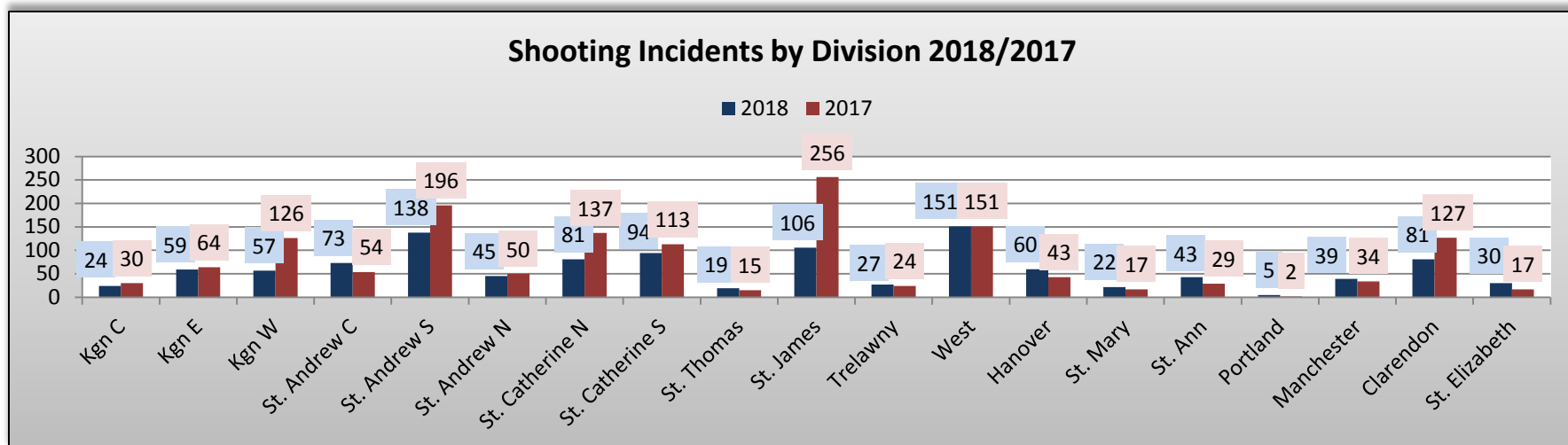


Fig. 2: Shooting Incidents for Jamaica 2018/2017

Robbery

Reported robberies moved from 1276 to 1085, a 15% reduction when compared to the corresponding period in 2017. As shown in *Figure 3*, the reduction was achieved in 13 geographic divisions, with the highest percentages recorded in the divisions of St. Andrew North (55%), St. Catherine North (28%) and Manchester (17%).

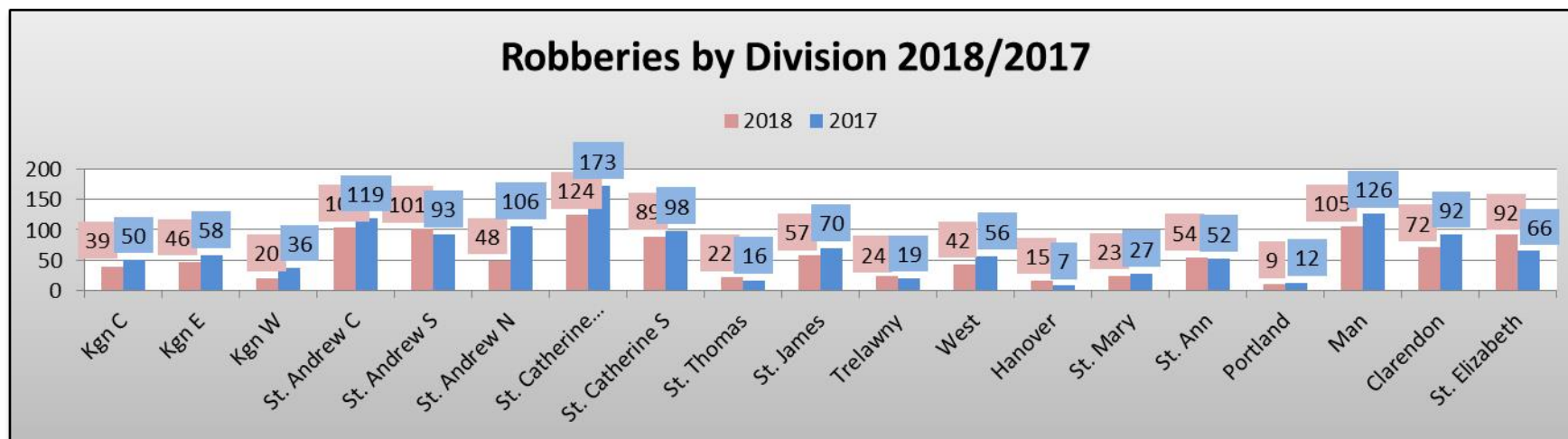


Fig. 3: *Robberies for Jamaica 2018/2017*

Break-ins

A total of 1150 break-in incidents were recorded across the island in 2018. This was 47 fewer incidents when compared to 2017. Seven divisions recorded decreases namely Kingston Western, St. Andrew Central, St. Catherine North, Trelawny, St. Ann, Portland and Manchester divisions. Manchester accounted for the highest level of reduction with 93 fewer incidents when compared to the previous year. Increased cases were recorded in 11 of the divisions with St. Catherine South accounting for the highest with 27 more cases over the comparative period in 2017.

Rape

There were 432 incidents of rape recorded for the 2018 period. This was 60 or 12% fewer incidents than 2017. The decreases were recorded in 13 divisions with St. Catherine North, Trelawny and St. Mary accounting for the highest level of reductions of 16, 15 and 14 incidents respectively. Six divisions recorded increases with the highest being Westmoreland accounting for 13 more incidents, followed by Kingston Western and Hanover accounting for six more incidents each, over the comparative period 2017 (see **Table 1**).

Larceny

As seen in **Table 1**, a total of 149 incidents of larceny were recorded during 2018. This was six or 4% more when compared to 2017. Seven divisions recorded decreases ranging from a low of one case to a high of seven. All other divisions recorded marginal increases with St. Mary accounting for five, while St. Elizabeth and Trelawny each accounting for four more incidents.

Aggravated Assault

A total of 369 incidents of Aggravated Assault were recorded for 2018 which indicated a decrease of 54 or 13% over the comparative period in 2017. Of the 19 divisions, 11 recorded decreases, with St. Ann and Trelawny accounting for reductions of 19 cases each, followed by St. Thomas and Manchester with nine cases each. Of the divisions that recorded increases, St. Catherine South and Kingston Western recorded the highest with eight and six more cases respectively. (see **Table 1**)

Strategies/Tools Employed to Reduce Crime

Throughout the period under review, significant emphasis was placed on identifying and implementing proactive policing strategies to contain the high levels of serious, violent and organized crime within the society.

Enhanced Security Measures (ESMs)

Foremost among the security strategies implemented was a raft of Emergency Security Measures (ESMs) which utilized joint Police/Military cooperation. This was a deliberate strategic approach which empowered the security forces with a suit of legislative tools and operational tactics to treat with crime conditions in selected high crime geographic areas which were assessed as requiring greater security intervention than the regular law enforcement activities. Two of these ESMs were the Zones of Special Operation (ZOSO) and the State of Public Emergency (SOPE) which led to sustained and extended police/military presence in selected areas (communities) along with increased

Zones of Special Operation (ZOSO)

The Law Reform (Zones of Special Operations) (Special Security and Community Development Measures) Law is a new legislation with its aim to reduce the nation's crime problems through the security force strategic occupation of vulnerable communities. This anti-crime initiative was initially introduced and implemented in 2017 in sections of the Mount Salem and the Denham Town Police areas of St. James and Kingston Western Divisions, respectively, and saw subsequent extensions throughout the review period. This initiative is designed to enable the transformation of the communities through intensified security measures and social intervention.

and more focused operations in search of wanted persons, persons of interest, guns, gangs and contrabands.

In 2017, incidents of murders and shootings recorded increases of 21% and 20% respectively over the comparative period in 2016. The St. James Division recorded the highest increases (341, up from 269 or 21%). Incidents of violent crimes and gang warfare, although contained in small pockets in communities, were present throughout all divisions and therefore gave rise to increased fear and insecurity among wide cross-sections of the citizenry. Towards the end of that year, two Zones of Special Operation (ZOSO) were implemented in the communities of Mount Salem, (St James division - September 1, 2017) and Denham Town, (Kingston Western Division - October 17, 2017) which led to a downturn of crimes.

During 2018, a greater thrust was made to consolidate the gains of these joint security operations on crime reduction. States of Public Emergency (SOPE) were implemented in the Divisions of St. James on January 18, 2018; St. Catherine North on March 18, 2018, and in several communities situated in divisions across Area 4 in September 23, 2018. These extraordinary measures were operationalized concomitantly with other policing strategies. By the end of 2018, a total of two ZOSOs and three SOPEs were ongoing.

Other enhanced security measures which included curfews, cordons and searches and hotspot policing were executed throughout other volatile communities to stem crime and bring communities to a state of normalcy. Together, these cumulative interventions yielded significant successes of an overall crime reduction of 16% over the comparative period in 2017 and more specifically a 22% decrease in the incidents of both murder and shooting island-wide. Twelve of the 19 geographic divisions experienced reduction in murders; most notably was the St. James Division which recorded the highest reduction of 239 or 70% fewer murder when compared to 2017.

State of Public Emergency (SOPE)

The SOPE gives the security forces temporary additional powers, including powers of search, arrest and detention. It also gives them power to curtail operating hours of business, restrict access to specified places and detain persons without a warrant.

This security strategy incorporated joint operations between the Jamaica Constabulary Force (JCF) and the Jamaica Defence Force (JDF), and was rolled out in the parishes of St James, St Catherine North and Kingston Western, in 2018. This yielded significant successes, contributing to an overall reduction of 22% in both murders and shootings island-wide in 2018.

Increased Forensics Use in Investigation

Scientific and technological advances have resulted in improved forensic capabilities which have enhanced criminal investigations overtime. During the period under review, the Criminal Investigation Branch (CIB) along with other investigative bodies in the JCF relied heavily on the use of forensics as a key tool which led to the apprehension and charge of several suspects.

Ballistics links coupled with cyber forensics, generated valuable intelligence which was used to gain several arrests and convictions. For the year, 5,800 links were identified, of which 1,037 were confirmed by examining physical evidence recovered from crime scenes. Additionally, 722 ballistics certificates/reports were completed providing information which assisted the completion of case files and ultimately the preferring of charges against several suspects. This greatly enhanced the cleared-up rate especially for category one crimes.

Firearms and Ammunitions Seizures

During the period, 720 illegal firearms and 22,158 rounds of assorted ammunitions were seized. This represents a 16% reduction or 142 less firearms and 97% increase or 10,931 more ammunition seized over the comparative period in 2017.

Narcotics

The Narcotics Division in collaboration with other partners conducted 801 operations during the period under review. These resulted in the seizure of:

- 29,761.549kg ganja valued at \$297,615,490.00;
- 105.462kg cocaine valued at \$116,008,200.00;
- 21 motor vehicles (relating to the drug seizures);
- JM \$2,755,451.00 and US \$98,728.00 under the Proceeds of Crime Act (relating to the drug seizures).

Strategic Priority 2: Improvement of Public Safety, Confidence and Trust

The issue of safety in public spaces has posed challenges to effective policing overtime. This is due primarily to the fact that increasing crime rates adversely impacts communities' overall sense of security and their perception of safety. Over the years, the police have implemented numerous programmes and initiatives aimed at reducing crimes, creating safer communities and improving citizens' security. In a 2018 address to the public, Commissioner of Police, Major General Antony Anderson stated that, "The JCF, indeed, has some challenges, but these are not insurmountable. We just need to take a deliberate and strategic approach to meet those challenges and to get better outcomes." Consequently, the JCF has committed and consistently seeks to work towards its long-term goal of improving public safety, confidence and trust.

Public Safety and Traffic Enforcement

The JCF launched its Public Safety and Traffic Enforcement Branch (PSTEB) on August 29, 2018. This Branch is a merger of the JCF's Public Safety Unit, Motorized Patrol Division (MPD) and the Traffic Division. During the period under review, the Branch played a significant role in enhancing public safety through a significant focus on its stated mandate, that is, to:

- improve public safety and public order;
- reduce the response time to demands for police service in public spaces;
- reduce crime and disorder in public spaces and along thoroughfares; and
- improve public trust and confidence in the police.

Members of PSTEB underwent training in human rights and situational awareness among other critical lessons, to deal with issues likely to occur during interactions with the public, especially during duties involving traffic and vending violations and enforcement of public order. The PSTEB operational capacity was augmented with an additional 211 service vehicles (to include 100 new motorcycles) and additional trained personnel.

The Major Intersections Public Order initiative (MIPO) was also launched in the corporate area with its aim to aid in alleviating traffic congestion during morning and evening peak hours. This initiative incorporated increased police deployment at major intersections

within Kingston and St. Andrew to manage the traffic, maintain order and reduce the usual gridlocks. This approach was commended by the public who benefited greatly from the easier flow of traffic and reduced travelling time.

The PSTEB also partnered with Municipal Councils and other quasi enforcement agencies to deal with vending and other public order issues within public spaces. Other initiatives of the Branch included the conduct of over 97 road safety lectures in schools, churches and other community associations targeting the most vulnerable road users. A total of over 16,000 persons were sensitized and/or trained.



Overall the consolidated assets of PSTEB, facilitated greater strategic deployments and patrols in key areas of the island which contributed to reductions in crime and disorder (specifically robberies and congestion).

Upgrading of the Police Emergency and Control Centre

The rising use of closed circuit television systems (CCTV) as a crime prevention and detection tool has significant benefits for public safety. During the period, the JCF Police Emergency and Control Centre (PECC) was upgraded to incorporate and optimize the use of

CCTV public surveillance systems to facilitate ease in police response to public safety issues. This was done under the *Jamaica Eye* project. The *Jamaica Eye* is a surveillance concept which seeks to engage private citizens, especially businesses through creation of national CCTV system to enhance public safety. These live feeds provide the police with real time information on what is happening in specified areas and thereby enhance the organization's intervention strategies in the fight against crime and ultimately enhance service delivery to its customers.

Calls for Service

Other initiatives were undertaken to increase the efficiency of the PECC and ultimately enhance police response to calls for service from the public. These calls for police services include crimes being committed, traffic collisions, domestic disturbances, security checks, escorts, and other activities that require the police to respond in quick time to treat with the issues. The new initiatives included the increase in the numbers and training of PECC staffs, improved technology and added TV monitors. Throughout 2018 the PECC received a total of 3,065,196 calls for police services, of which 2,470,594 or 81% were connected, answered and actioned.

Community Safety and Security Branch (CSSB)

The Community Safety and Security Branch (CSSB) continued to initiate and forge partnerships with external stakeholders and citizens with a view to foster good relationships aimed at improving public confidence and trust. Partnerships continued with Neighbourhood Watch groups, Police Youth Clubs, Farm Watches and CSSB/NIA Anti-Corruption Project, schools, churches and government and non-government agencies.

Neighbourhood Watch

The Neighborhood Watch Team undertook several activities throughout 2018 in an effort to provide greater levels of security to the citizens, and assure them of the commitment of the police to address their concerns. Meetings were held with community members during which numerous community issues were discussed and amicable solutions agreed upon. Discussions also surrounded the implementation of crime prevention activities by citizens which would ultimately reduce crime and the fear of crime. Some of these actions include improving home security, greater vigilance, accurate reporting of suspicious incidents and fostering greater community spirit. Other discussions surrounded the improvement and growth of membership and the participation and involvement of stakeholders. During the year, three new Neighbourhood Watch Groups were launched, one each in the Divisions of Portland, St. Mary and St. James.

Police Youth Clubs (PYCs)

The Police Youth Clubs (PYCs) Programme is used to engage youths with a view to engender positive youth/police relationship while developing leadership qualities, civic pride, camaraderie and interpersonal skills among the members. The programme is extensive and the interactions are designed to ultimately develop the youths into positive individuals and role models. Throughout the year, a total of six new PYCs were launched; four in Portland and one each in St. Mary and Kingston Eastern divisions; thus, increasing the total of active operating PYCs to 385.

Farm Watch

The Farm Watch initiative/programme was designed to combat praedial larceny and issues affecting citizens and their farms. During the period under review the CSSB conducted 4,030 farm watch visits island-wide. During these visits farmers were introduced to a number of new strategies to combat praedial thieves and encouraged to use the farm produce registers as well as to maintain continuous vigilance.

CSSB/NIA Anti-Corruption Project

The CSSB and National Integrity Action (NIA) partnered and hosted workshops aimed at combating corruption and strengthening integrity in Jamaica. A total of 296 police personnel and civilians from divisions in Areas 1, 2, 3 & 4 were trained.

Summer Camp-Youth empowerment programme

The **IPAD** (Identity, Purpose, Attitude, and Destiny) Youth Empowerment programme continued in 2018. One 2- week IPAD summer camp was held at Camp Verley, Spring Village, St. Catherine, in July 2018. A total of 173 youths, both male and female from across Jamaica, benefited from a wide range of activities, to include skills training, behaviour modification classes, sensitization and counselling sessions. Twelve other youth camps engaging over 1,000 youths and children were held across the island during the summer period which offered them many opportunities to get involved with meaningful ventures in safe and creative spaces.

National Safe Schools Programme

The National Safe Schools Programme is a government initiative which was launched in November 2004. It was designed to remove school violence through the engagement of the police officers working with students and administrators in select schools. Members of the JCF act as School Resource Officers (SRO), where they mentor students and mediate in disputes. They also work with the school

administration to identify and monitor areas on school compounds that pose potential dangers to students. During the period under review, the SROs assigned at various schools island-wide undertook several activities aimed at assisting in managing violence, antisocial behaviour and truancy in schools. In addition the police conducted 2,471 visits with over 396 hours of contact time among 14 high schools to engage in talks and sensitization sessions with students on various matters as requested by the respective school's administration.

Traffic Enforcement

One of the most obvious depictions of public disorder is manifested on the nation's roadways through demonstrable high levels of indiscipline among road users. This presents significant negative impact on public safety and often culminates in accidents and road deaths. During the review period, the police adopted a zero tolerance approach with a view to reduce accidents and enhance road efficiency and safety. Traffic enforcement operations were conducted across the island which resulted in a total of 2,156 vehicles seized, 6,581 summons served and 460,628 traffic tickets issued for breaches of the Road Traffic Act (**Table 2**).

Table 2: *Traffic tickets recorded in the TTMS for 2018/2017 by Month*

| Month | Tickets Issued 2018 | Tickets Issued 2017 | Month | Tickets Issued 2018 | Tickets Issued 2017 |
|-----------------|--------------------------------|--------------------------------|------------------|--------------------------------|--------------------------------|
| January | 36,122 | 45,855 | July | 32,770 | 45,053 |
| February | 35,960 | 45,553 | August | 29,992 | 42,558 |
| March | 47,199 | 38,370 | September | 38,239 | 41,776 |
| April | 39,113 | 45,591 | October | 41,822 | 42,985 |
| May | 42,666 | 39,573 | November | 34,646 | 38,460 |
| June | 41,163 | 46,688 | December | 40,936 | 34,652 |

Traffic fatal collisions and fatalities

Despite increased police operations and public engagement through lectures and seminars, the year recorded an increase in fatal collisions and fatalities on the nation's roads. As seen in **Table 3**, a total of 332 traffic collisions were reported during the period which showed an increase of 37 or 13% when compared to the previous year. This has contributed to 375 road fatalities which is an increase of 53 or 16% when compared to the corresponding period.

Table 3: *Traffic collisions and fatalities processed by the Traffic Analysis Unit, 2018/2017*

| Month | Collisions | | | Fatalities | | |
|--------------|------------|------------|-----------|------------|------------|-----------|
| | 2018 | 2017 | +/- | 2018 | 2017 | +/- |
| January | 27 | 30 | -3 | 33 | 30 | 3 |
| February | 22 | 21 | 1 | 22 | 23 | -1 |
| March | 21 | 27 | -6 | 26 | 31 | -5 |
| April | 26 | 23 | 3 | 28 | 25 | 3 |
| May | 35 | 35 | 0 | 44 | 38 | 6 |
| June | 22 | 24 | -2 | 24 | 26 | -2 |
| July | 27 | 36 | -9 | 27 | 40 | -13 |
| August | 35 | 18 | 17 | 39 | 19 | 20 |
| September | 30 | 25 | 5 | 35 | 27 | 8 |
| October | 18 | 13 | 5 | 18 | 15 | 3 |
| November | 36 | 14 | 22 | 44 | 19 | 25 |
| December | 33 | 29 | 4 | 35 | 29 | 6 |
| Total | 332 | 295 | 37 | 375 | 322 | 53 |

Strategic Priority 3: Strengthening the Performance and Accountability Framework

One of the key tenets to performance management is the accountability framework outlined to achieve success. Simply put, when members are held accountable they are more likely to produce the results required. During the review period, several tools were used to strengthen performance and boost productivity of members and, by extension, divisions and formations island-wide. These included, but were not limited to: - (1) the robust use of the Divisional Work plans, which set targets and performance indicators for the members and division to work towards achieving; (2) Performance Management and Appraisal System (PMAS) which outlined the standards of effective performance and evaluated the members' performance accordingly; and (3) continuous use of briefing and debriefing which aided in enhancing performance among members. Additionally, lectures, workshops, seminars, case conferences and tasking meetings were used more effectively to streamline performance. A number of internal control mechanisms were also employed to improve the accountability framework. These included greater focus on inspections; expanded use of polygraph examinations; development and continuous review of force policies and regulations; the use of Compliance officers to ensure members compliance to standard operating procedures (SOPs); and the use of the disciplinary mechanism. The internal control measures were administered by supervisors and commanders and as well as the Inspectorate of Constabulary (IOC) which is the internal arm of the JCF that ensures accountability, oversight and compliance to professional standards.

During the period, the external oversight bodies of the JCF which include the Police (Civilian) Oversight Authority (PCOA), Police Service Commission (PSC) and the Independent Commission of Investigations (INDECOM) sought to ensure that the JCF adhered to the laws, standard operating procedures, policies, guidelines, and best practices. Members were held accountable where there were deviations or breaches. The Ministry of National Security operated in both its governance and oversight roles during the period.

Inspectorate of Constabulary (IOC)

The IOC functioned as the quality control arm of the organization by inspecting stations, divisions and formations to ensure that force policies were implemented and standards maintained. The IOC is divided into three units; (i) Complaints Investigation Unit, (ii) Bureau of Special Investigations (BSI) and (iii) Audit & Inspection. The Complaints Investigation Unit appreciates and investigates reports from citizens relating to police misconduct, and referrals made to the organization's Disciplinary Board for actions to be taken. It also refers matters to the Office of the Director of Public Prosecution (DPP) when criminal misconducts are detected. The BSI investigates all instances of shooting by police officers, and reported jailbreaks to determine/identify breaches of force policies. The

Audit & Inspection Unit conducts station visits, audits and inspection of force records and physical resources to identify breaches or best practices, and makes appropriate recommendation(s) and/or commendation(s) where applicable.

In addition to carrying out its stated mandate, members of IOC conducted several seminars and lectures across divisions during the review period, focusing on Administrative Reviews, Lockups Administration, Records Management and Ethics and Integrity.

Complaints Department

During the review period, the Complaints Investigation Unit appreciated 451 reports which represented a 7% reduction in the number of reports when compared to 2017. Of the 451 reports received, investigation files were completed for 380. Of this number, 61 were recommended for disciplinary action, 34 were sent to the office of the Director of Public Prosecutions for ruling, 216 were closed due to unsubstantiated allegations and 9 were held in abeyance. The remaining 60 did not require a formal investigation.

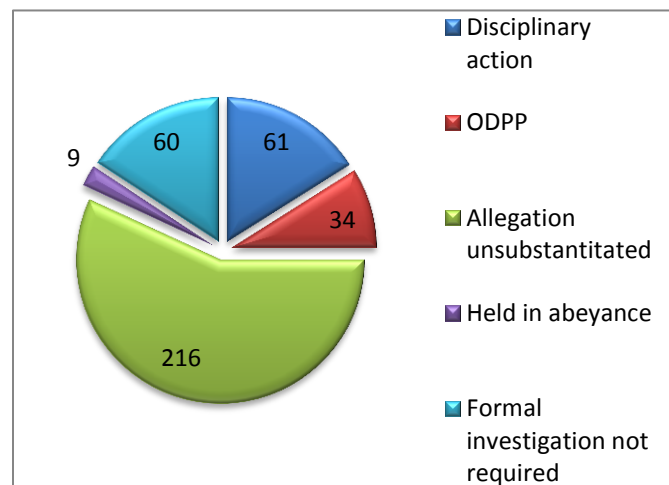


Fig. 4: *Total complaints completed, 2018*

Bureau of Special Investigation

The Bureau of Special Investigation investigated a total of 191 cases for the year 2018. Of this number, 110 were fatal shootings, 71 shooting injuries, 3 jail breaks, 4 prisoners escape and 3 special investigations. A total of 136 of the 191 cases were completed during the period.

Audit and Inspection

Audit –

The Audit and Inspection unit carried out a total of 26 audits for the 2018 period. A number of these audits focused on firearms that were exhibits and general property in police divisions. Audits of firearms were completed in the divisions of Westmoreland, Hanover, Trelawny, St. James and St. Ann. Follow-up audits of the disposal of Exhibit and General Property firearms were also carried out at Kingston Central Division and Headquarters Armoury. In addition, throughout the year, the Unit also spearheaded the relocation of private firearms from police divisions to the Firearm Licensing Authority (FLA), and provided oversight to operations carried out for the disposal of illegal drugs by the Narcotics Division.

Inspection –

A total of 72 inspections of police facilities, inclusive of 4 divisional headquarters were carried out. The Unit also carried out 16 visits, monitored 8 operational lectures, and attended and lectured in 12 Divisional Tasking and Coordinating Meetings across the island. The findings from these inspections and visits suggested that there were high levels of compliance of force regulations for most stations regarding briefings and debriefings and daily certifications of the Station records. It also found that there was significant improvement in the general deportment of personnel on Station Guard Duties, increased compliance in the use of the Firearms and Ammunition Register, and high compliance with the issuance of the Customer Receipt Form (CR10).

The Performance Management Appraisal System (PMAS)

The PMAS is an evaluation tool which was implemented in the JCF in 2013. The system provided an improved evaluation process which is objective, equitable and transparent. The JCF Human Resource Division (HRD) has oversight for this system. A total of 5,171 performance appraisal reports in respect to members were received from divisions and formations for the review period.

Strategic Priority 4: Enhance Respect for Human Rights and Dignity

As the nation's primary law enforcement agency, one of the core values of the JCF is the "respect and equitable treatment for all". As such, much emphasis was placed on ensuring that members were continuously reminded of their duty to uphold and respect the human rights of citizens.

Human Rights and Use of Force Training

Human Rights and Use of Force Training is a 40 hour contact module of the Basic Recruit training syllabus and in a more condensed form is also a mandatory module of all training programmes at the National Police College of Jamaica (NPCJ). Through the Department of Weapons and Tactical Training (DWTT) there was continued sensitization and training for members in relation to the human rights and use of force. These sensitization sessions supported the effort of the JCF to constantly reduce confrontation between police and citizens that may result in death and or serious injury. During the year, a total of 5,976 persons were exposed to, and received training in the principles of human rights and use of force. In addition, 774 members received training in the use of less lethal weapons.

Human Rights Pocket Book

During the review period, the JCF through the NPCJ, and the United Nations (UN) through its UN Office of the High Commissioner of Human Rights and the United Nations Development Programme (UNDP) ongoing cooperation on human rights training and knowledge sharing project, collaborated and developed a pocket guide on human rights in law enforcement. This pocket book was

being designed as a quick reference for members regarding human rights and humanitarian standards and as a reinforcement of existing knowledge to prevent incidences of human rights abuse. This pocket book is scheduled for handover to the JCF early 2019.

Complaints of Unprofessional conduct

Throughout 2018, the IOC received 13 complaints of breaches of human rights by members. This represented 193 or 94% less reports of breaches when compared to the corresponding period in 2017. There was also a decrease in the number of complaints to IOC that are classified as “Unprofessional Conduct”. There were 300 such reports for the period under review which indicated 69 or 19% fewer reports made when compared to 2017.

Closed Circuit Television (CCTV) in Lock-ups

The installation of surveillance systems particularly CCTV in common areas in lock-ups has provided the JCF with additional security in these facilities. Throughout the year, a total of 17 CCTV systems were installed in lock-ups across several geographic divisions. With the use of this technology, the Custody Officers and/or Station Commanders were able to comprehensively monitor the interactions and activities of inmates and officers in order to guard against incidents and breaches of human rights.

Strategic Priority 5: Enhance Professionalism and Morale for Members

As a service oriented organization, the JCF’s most critical asset is its human resource. The extent to which this resource is motivated to deliver service in a professional manner determines the degree of the organization’s success. With this in mind, the JCF has consistently undertaken efforts to boost staff professionalism and morale with a view to improve the quality of service delivered to both internal and external customers. During the period under review, areas of focus included education, training, commendations, promotions, health and wellness and other welfare issues.

Education and Training

The NPCJ is the primary education and training institution of the JCF. Throughout 2018, the institution conducted continuous training in several areas to improve members' professional capabilities, capacities and competencies and enhance workplace efficiency and effectiveness.

During the period, 7,110 members benefited from a number of seminars, training and developmental courses aimed at enhancing professional skills and competencies of members. Among these were 720 who were trained in leadership, development and specialised courses. These were conducted at the NPCJ as follows:

- 1 Command Course with 19 participants;
- 1 Shift Commander Development Course with 24 participants;
- 3 Staff and Junior Command Courses with 68 inspectors;
- 1 Supervisory Management course with 25 participants;
- 313 personnel received Major Investigation Core Skills Level I & II Detective Training and Crime Scene Investigations;
- 38 personnel received specialised training in Customer Service in order to train others;
- 130 personnel received training in Qualifying, Driving and Maintenance of Force vehicles;
- 103 members were graduates of a Mandarin (Chinese) Course; and
- 1,000 new recruits were trained of which 657 graduated during the year. The remainder continued training for graduation in 2019.

Awards, Recognition and Promotion

National Honours and Awards

Several members were recognized in one form or the other throughout the period for their services, performances and acts of bravery. Twenty-three (23) members were conferred with National Honours at the ceremony of Investiture and Presentation of National Honours and Awards, at King's House in October 2018 of which 21 were Medals of Honour for Meritorious Service. Deputy Commissioner Novelette Grant was conferred with the Order of Distinction, Officer Class, OD for sterling services given to the JCF; and Inspector Allison Grant-Johnson was conferred with the Medal of Honour for Gallantry, for acts of bravery in saving the lives of family members during a gun attack from criminal assailants.

JCF Long Service and Good Conduct Award

A total of 185 members were recognized for their invaluable service to the JCF for over 18 years and awarded the JCF Medal of Honour for Long Service and Good Conduct, during an awards ceremony at the Police Officers Club on November 29, 2018.

Lasco Top Cop Award

The LASCO Award programme which was launched in 2000 by the LASCO Executive Chairman, Mr. Lascelles Chin to acknowledge the most outstanding acts of service by police personnel, honoured 25 police officers during the Award's 18th annual presentation ceremony at The Jamaica Pegasus Hotel on May 8, 2018. Sixty-two (62) rank and file police officers from all 19 geographic division and 43 formations were selected as top cops within their respective divisions/formation. From these, 5 members were selected to represent the 5 geographic Areas while 3 were selected to represent the 6 groups in which the formations had been collapsed. These nine (9) finalists participated in several activities which culminated at the Awards' function. Constable Martin of the Manchester Division in Area 3 emerged the Top Cop and was awarded with a cash prize of \$350,000 from LASCO, along with the winner's trophy. Sergeant Florezel Thompson of the Motorized Patrol Division was the first runner-up, and was awarded a cash prize of \$250,000, and Constable Noel Chang of the Mobile Reserve as the second runner-up and received \$100,000.

Promotions

During the period 456 members were elevated to higher ranks. **Table 4** highlights the categories of ranks promoted 2017/2018.

Table 4: *JCF Promotions 2018/2017*

| Rank of Elevation | 2018 | 2017 |
|--------------------------|------------|------------|
| Deputy Commissioner | - | 2 |
| Assistant Commissioner | - | - |
| Senior Superintendent | - | 8 |
| Superintendent | 1 | 20 |
| Deputy Superintendent | 23 | 25 |
| Assistant Superintendent | 2 | 3 |
| Inspector | 33 | 70 |
| Sergeant | 143 | 80 |
| Corporal | 254 | 203 |
| Total | 456 | 411 |

New Commissioner's Office

On Tuesday January 2, 2018, a newly constructed Office of the Commissioner of Police was dedicated and handed over at the Commissioner's Annual Devotion. This devotion which is a yearly event is usually held on the lawns of the premises but was held inside the newly erected building. The building which is a more contemporary design consists of four floors, was the '*brainchild*' of the former Commissioner of Police, Dr. Carl Williams, and was designed and built by members of the JCF. The Office of the Commissioner and Administration Branch were relocated to this modern office as the building that they had been operating from was ordered closed due to it being derelict. The new building now houses most of the Administration Portfolio; Administration Branch; the Planning, Research and Development Branch; Information, Communication and Technology Branch; and the Office of the Commissioner.

Newly Constructed Office of the Commissioner



Members of various formations to include the Commissioner's Office occupied this newly erected building on Wednesday January 2, 2018 at 101-103 Old Hope Road.

Highlights

National Honours and Awards Ceremony, at King's House in October 2018



Retired Deputy Commissioner of Police Novelette Grant poses with her National Award Order of Distinction in the Rank of Officer Class (OD) for her sterling contribution to the JCF



Members of the JCF who received National Award - Medal of Honour for Meritorious service to the JCF



DSP Marcia Brown saluting



Inspector Allison Grant-Johnson posing with her Medal of Honour for Gallantry at the National Honours and Awards held at King's House in St Andrew on Heroes Day.

JCF Long Service and Good Conduct Awards Ceremony @ Police Officers Club – Nov. 29, 2018



Commissioner of Police, Major General Antony Anderson (right) presents a medal to Edith Edwards who collected on behalf of her grandson, St. Andre Michael Goulbourne who died of natural causes (Nov 29, 2018).



Minister of National Security Hon. Dr. Horace Chang congratulates members of the JCF who received medal of honour for long service and good conduct during an awards ceremony held at the Police Officers Club (Nov 29, 2018).

LASCO/JCF Police Officer of the Year 2018/2019



Constable Davian Martin (left), collecting his trophy from National Security Minister, Hon. Dr. Horace Chang (centre) and Executive Chairman, LASCO Mr Lascelles Chin.

In 2018, Constable Davian Martin, at 26 years of age, became the youngest LASCO/Jamaica Constabulary Force (JCF) Police Officer of the Year. Constable Martin, originally of Burnt Savannah, Westmoreland, was awarded on Tuesday May 8, 2018 during the Award's 18th annual presentation ceremony at The Jamaica Pegasus Hotel.

Constable Martin, who has been in the Force for seven years and is a member of the Manchester Division's Operational Support Team, has been a strong community and youth advocate. He is also the leader of the Mandeville Police Youth Club. He was instrumental in the organization of a 5K Run/Walk event; proceeds of which were donated to the Mandeville Regional Hospital, Percy Junior Hospital and the Manchester Health Department. He similarly spearheaded the refurbishing of the Mike Town and Comfort Basic Schools, and initiated an annual 'Feed the Street People' Programme.

Constable Martin said he enjoys being a police officer, noting that it was his childhood aspiration to join the JCF and follow in the footsteps of his father, David Martin. He added that the leadership skills his father demonstrated led him to become the responsible, caring and determined police officer he is today. In January of 2018, he was awarded by the Manchester Division for outstanding contribution to community policing.

Constable Martin, who topped a pool of nine finalists, was awarded with a cash prize of \$350,000 from LASCO, along with the winner's trophy. Sharing the honours with Constable Martin, were first runner-up, Sergeant Florezel Thompson of the Motorized Patrol Division who was awarded a cash prize of \$250,000, and second runner-up Constable Noel Chang of the Mobile Reserve who received \$100,000.

Table 5: Lasco/JCF Police Officer of the year finalists, 2018/2019

| Rank | Names | Formation | Position |
|---------------|-------------------|--------------------------------------|-----------------------|
| Constable | Davian Martin | Area 3 | 1 st place |
| Sergeant | Florezel Thompson | Motorized Patrol Division | 2 nd place |
| Constable | Noel Chang | Mobile Reserve | 3 rd place |
| Constable | Jordaine Allen | Area 1 | |
| Det. Corporal | Damian Laing | Area 2 | |
| Sergeant | Jason Rodriques | Area 4 | |
| Constable | Johnmair Jones | Area 5 | |
| Det. Corporal | Stacy-Ann Stoner | C-TOC Investigation Branch | |
| Corporal | Andrew Williams | Community Safety and Security Branch | |

Academic Achievements

The JCF continued to encourage its members to pursue external courses of study aimed at professional and personal development. Members took advantage of Study Leave and Day Release facilities as well as other part-time study arrangement. One hundred and forty-four (144) members recorded their achievement of various levels of qualification to include post graduate, graduate, and undergraduate degrees, and diplomas. (see **Table 6**)

Table 6: *Academic Achievement (Promulgated), 2018/2017*

| Achievements | 2018 | 2017 |
|-------------------|------------|------------|
| Doctorate | - | 1 |
| Master's Degree | 21 | 13 |
| Bachelor's Degree | 81 | 96 |
| Associate Degree | 26 | 32 |
| Diploma | 16 | 21 |
| Total | 144 | 163 |

Welfare System

During the period under review, the JCF established a stand-alone Welfare Unit with a view to strengthen the Force's welfare management of its human resources. A Welfare Officer was appointed in the Office of the Commissioner of Police with the first order to develop a comprehensive welfare strategy.

Medical Services Branch – Health and Wellness

The JCF Medical Services Branch continued to provide holistic health and wellness services to both sworn and unsworn members as well as their immediate family. Services offered by the Branch include; medical examination, glucose testing, blood pressure checks, cholesterol testing, ECG, body mass index (BMI) and HIV tests, physiotherapy, massage therapy, nutrition screening, clinical counselling and other social intervention.

In an effort to reach the wider JCF population and for greater ease of access, 10 mobile clinics were acquired and established at varying locations to decentralize the services offered by the Medical Services Branch during the review period. Some of the locations included Lionel Town and May Pen in Clarendon, and Savanna-la-mar and Negril in Westmoreland.

A total of 37 health fairs were held and 456 members screened/tested for chronic and lifestyles diseases during the period under review.

FORCE IT OUT CHALLENGE

The JCF through the Medical Services Branch and the National Health Fund (NHF) partnered on the development of initiatives to spread awareness and reduce the incidences of lifestyle diseases among the members of the organization. One of those initiatives, which took the form of a health challenge dubbed “Force It Out”, saw a total of 171 members including civilians, working together in teams, to not only lose weight, but adopt lifestyle changes to prevent and control chronic diseases.

The ‘biggest losers’ or the person who lost the most weight were offered first, second and third place prizes for their achievements. Detective Corporal Desroy Sangster won the top prize, having lost a total of 60 pounds, while District Constable Lesita Alexander-Murray and Corporal Michelle O’Connor finished second and third, having dropped 43 and 15 pounds respectively.

The winning teams and individuals received prizes amounting to \$450,000.00, some of which went towards the purchase of gym equipment and sporting gears for the respective divisions sponsored by NHF.

Strategic Priority 6: Modernization through Technology

It is no secret that technology has overtime reshaped nearly every sector of society. Police organizations, not to be outdone, have seized opportunities to utilize numerous high-tech systems and tools to enhance public safety, arrest offenders and ultimately promote national development. Throughout the year, the JCF continued its modernization process through greater focus on technological improvements. Greater use was made of mobile and wireless technology, microwave systems, visual and audio technology, advanced analytics, information-sharing platforms, geographic information system technology (GIS) among others.

A comprehensive technology plan was developed which clearly articulated the proposed changes to be made to the technology infrastructures in the organization. It also outlined the acquisition schedules and integration of various technologies and their utility in policing activities. Notably, the Security Strengthening Project (SSP) was launched in May 2018 by the Ministry of National Security through International Development Bank (IDB) funding with its aim to enhance the digitizing of the JCF. This is a five year project and will seek to build out of investigative case management software, Records Management systems and surveillance systems, as well as complementing systems in other related agencies which will ultimately increase efficiencies in the JCF. The extent to which these technologies will achieve maximum utility is largely dependent on their effective use by members. Training and change management are therefore planned activities going forward.

Radio Network

The Telecommunications Division throughout the period managed and maintained an effective communication network system which is critical to operational policing, as well increasing the police's ability to respond to citizens' calls for service. The Division facilitated the upgrade of the JCF's Microwave Network from 154 megahertz (MHz) to 512 megahertz (MHz) island-wide and completed and added 12 new communication sites on the main ring. Eighteen (18) spur sites were also completed during the period with 10 scheduled to be finished by 2019/20. Assessment for the upgrading of two conventional sites to a trunking system and the establishment of two additional sites was also conducted.

Information and Communication Technology

Throughout the period, the JCF invested in several technology hardware and software acquisition and upgrades which allowed for greater efficiencies of its performance and outputs. Some are as follows:

- Computers, laptops and tablets acquired to facilitate greater efficiencies among administrative staff, commanders and sub-commanders.
- *A DocuShare Management Solution* was procured, which helped to:
 - Capture paper and digital documents from any source, via multifunction printer (MFP), desktop or mobile apps;
 - Manage and store the information in a secure central repository, on-premises or in the cloud;
 - Share information in context with co-workers, customers and partners to facilitate collaboration;
 - Process documents with user-friendly routing tools or automated workflows; and
 - Find information being sought by utilizing powerful tagging and search tools.
- *The Automated Palm and Fingerprint Identification System (APFIS)* operating systems island-wide were upgraded.
- *Traffic Ticketing Management System* - This system which was managed by the JCF was transferred to the Ministry of National Security, where a transformation team has been tasked with the responsibility to overhaul and revamp the system's processes.
- *SardonyxCIM* - The system which was initially established to reduce manual record keeping at stations across the island was later expanded to accommodate the operation of Process Offices. A total of six divisions (Detention & Courts, Kingston Central, St. Andrew Central, Kingston Western, Kingston Eastern and St. Andrew South) were added to the platform.

Geographic Areas and Divisions' Performance Review

The JCF is administratively divided into five (5) Areas and 19 Geographic Divisions. Each Area is commanded by an Assistant Commissioner of Police and each Division is headed by a Senior Superintendent or Superintendent who reports to the Area Commander.

Each Area is comprised of support units based at the Area headquarters and include: a Community Safety and Security Unit, Operational Support Team, Fraud Squad, Accident Investigation Reconstruction Unit (AIRU), Area Police Emergency and Communication Centre (APECC), Telecommunications Unit and Narcotics.

All geographical divisions are responsible for the development and implementation of strategies aimed at building safe communities and enabling public safety. The divisional goals are further enhanced through the prevention and interdiction of crimes and crime causing conditions occurring within their boundaries. The divisions are also responsible for a plethora of other activities which include station management, court management, traffic management, stakeholder engagement, lock-ups administration and safe custody of prisoners awaiting resolution of court hearings. These divisional responsibilities are carried out through command structures of Operation, Administration, Investigation, Intelligence and Community Safety and Security.

AREA 1



Mr. Donovan Graham, ACP
Dip., psc, ACP

Area One Police Headquarters located at Sewell Avenue, Montego Bay, St. James, was headed by Assistant Commissioner Donovan Graham who provided oversight for the St. James, Westmoreland, Trelawny and Hanover policing divisions.

ST. JAMES DIVISION



Mr. Vernon Ellis
pcj, pc, SP

St. James is a suburban parish located in the north western end of Jamaica. It is 595 square kilometres and is bordered on the west by Hanover and Westmoreland, on the east by Trelawny, on the south by St. Elizabeth and on the north by the Caribbean Sea. The 2011 census on population and housing conducted by the Statistical Institute of Jamaica (STATIN) indicated that there were 183,811 persons residing within the parish of which 60% resided in and around the urban areas of the parish capital, Montego Bay.

The Division was headed by Superintendent Vernon Ellis who was supported by one Superintendent in charge of Operations and seven Deputy Superintendents who provided supervision for 672 rank and file personnel and District Constables.

Crime

For 2018, the Division recorded a total of 384 Category One Crimes when compared to 782 crimes in 2017 (see **Table 7**). As such, the Division experienced a 51% reduction which was attributed largely to the implementation of the Enhanced Security Measures (ESMs) which were operationalised concurrently with other divisional strategies.

Table 7: *Category One Crimes for St. James, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 103 | 341 | -238 |
| Shooting | 107 | 256 | -149 |
| Rape | 34 | 37 | -3 |
| Aggravated Assault | 26 | 26 | 0 |
| Robbery | 58 | 70 | -12 |
| Break-ins | 49 | 38 | 11 |
| Larceny | 7 | 14 | -7 |
| Total | 384 | 782 | 398 |

Operational Activities

The increasing incidents of murder and shooting in St. James Division during 2017 continued into 2018. One major contributing factor to these illegal activities was gang warfare. There were 30 known gangs within the Division of which 13 were active. Among the most active were the G-City, Unknown and Downtown Sparta Gangs, which had engaged in numerous robberies, shootings, and murders. Resulting from these crime conditions, a number of strategic operational activities were undertaken to disrupt their activities and arrest members. Significant to these strategies, was the establishment of a State of Public Emergency (SOPE) in the parish on January 18, 2018. The outcome of these strategies yielded a significant reduction in crimes as noted in **Table 7**. Other notable successes are as follows:

- 1,982 persons arrested and charged;
- 1,256 persons arrested on reasonable suspicion of committing offences;
- 921 persons arrested on warrants;
- 1,141 warrants executed; and
- Cash seized - JA\$2,266,397.00 and US\$48,062.00

Community Policing

Members from the Community Safety and Security Unit (CSSU) through the divisional intervention and outreach strategies, conducted several community based policing activities throughout the year. These included the Neighbourhood Watch Programme, Police Youth Clubs and stakeholder engagements. One of the most notable engagements was the visit to the Melody House for Girls in Irwin, St. James where they were presented with gifts and food items.

Praedial Larceny

The divisional praedial larceny initiatives surrounded the sensitization and education of farmers through various Farm Watch Groups about security and benefits of the Agricultural Produce Receipt Book. The meetings were concentrated in the agricultural areas of Spring Mount, Content, Paisley, Flagstaff, German Town and Tangle River. Several visits and inspections were executed at abattoirs and meat shops to ensure compliance with the Praedial Larceny and Public Health Acts. Regular operations were also carried out at the Charles Gordon Market in Montego Bay to ensure that vendors and farmers were in compliance with these laws.

Staff Welfare and Development

During the period, members were exposed to several refresher courses relevant to varying policing functions including Station Supervision and Management, Records Management, Lock-Up Administration, Crime Scene Management, Child Interaction Policy, Sexual Harassment, Personnel Management, Court Supervision, Community Based Policing, Anti-corruption Strategies, JCF Diversity and Police Public Interaction Policies, Death Investigation, Managing Public Order and Road Traffic Act.

HANOVER DIVISION



Hanover is located on the north-western end of the island and is bordered by St. James to the east and Westmoreland to the south. This Division was commanded by Superintendent Sharon Beeput assisted by four (4) deputy superintendents who provided supervision for 218 rank and file members and 39 District Constables.

Ms. Sharon Beeput
M.Sc, B.A. (Hons.), Dip.HRM, pc, SP

Crime

Despite the slight trending down of murders in the parish, the Division experienced a 46% increase in the total number of violent and serious crimes moving from 129 in 2017 to 188 committed in 2018 (see **Table 8**). This was attributable to cross-border movement of criminal elements into the parish.

Table 8: Category One Crimes for Hanover, 2018/2017

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|------------|
| Murder | 59 | 61 | -2 |
| Shooting | 62 | 43 | 19 |
| Rape | 11 | 4 | 7 |
| Aggravated Assault | 14 | 10 | 4 |
| Robbery | 16 | 7 | 9 |
| Break-ins | 25 | 4 | 21 |
| Larceny | 1 | 0 | 1 |
| Total | 188 | 129 | 59 |

Operational Activities

The increasing crime levels led to greater use of cordons and searches and other policing strategies aimed at dismantling gangs and deterring the movement of criminals across the division. Some of the notable successes achieved during the period include the:

- capturing of 23 most wanted persons;
- recovery of 23 illegal firearms and 218 assorted rounds of ammunition;
- seizure of 882 offensive weapons;
- destruction of 315 parcels of marijuana, 170 seedlings and approximately 150 fully grown marijuana plants; and
- seizure of 2,830lbs of marijuana.

Community Policing

Building partnerships and good relations with the public was a significant divisional intervention strategy utilized throughout the year.

Outputs/outcomes are as follows:-

- 4,162 community meetings attended;
- 34 Widely Publicized Meetings held;
- 51 Police Youth Club meetings attended;
- 16 Neighbourhood Watch meetings attended;

- 15 official church functions attended; and
- 92 lectures conducted at schools and other learning institutions.

TRELAWNY DIVISION



Mr. Dwight Powell
B.Ed (Hons.), Dip. Ed, ASc. (Hons), pcj.SP

The parish of Trelawny is bordered by St. Ann to the east, St. James to the west and Manchester and St. Elizabeth to the south. This parish has a population of approximately 76,099 people whose main economic activities surround commercial agriculture, fishing, tourism and transportation.

This Division is comprised of nine stations and was commanded by Superintendent Dwight Powell. He was supported by two Deputy Superintendents and one Assistant Superintendent, who supervised a working strength of 258 members.

Crime

The Division recorded 155 category one crimes during 2018 which represents 30 less crimes or 16% reduction when compared to 2017. Notwithstanding this decrease, murders and shooting increased by 7 or 32% and 3 or 13%, respectively (see **Table 9**).

Table 9: *Category One Crimes for Trelawny, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|------------|
| Murder | 29 | 22 | 7 |
| Shooting | 27 | 24 | 3 |
| Rape | 12 | 25 | -13 |
| Aggravated Assault | 9 | 28 | -19 |
| Robbery | 24 | 19 | 5 |
| Break-ins | 47 | 64 | -17 |
| Larceny | 7 | 3 | 4 |
| Total | 155 | 185 | -30 |

Operational Activities

Throughout the year, several operational activities were conducted across the parish with a view to prevent and curtail crimes. Special attention was placed on identifying and dismantling the Zion, Sinnaz, Water Lane and Bunkers Hill gangs which carried out criminal activities in several communities. The operational activities included:

- 2,048 Targeted Raids;
- 6,921 Stop and Searches;
- 12,348 Spot Checks;
- 5,077 Mobile Patrols;
- 4,497 Snap Raids; and
- 33 Flag Marches.

Community Policing

During the period under review, the Division worked towards improving public safety, confidence and trust, through partnering with external stakeholders. Through its Community Safety and Security Unit and other stakeholders the following were achieved:

- implementation of a Homework and Mentorship Programme in collaboration with the Trelawny All Stars Band;
- continuation of the Child Resiliency Programme in schools;
- back to school treat for children of Clarks Town in partnership with the Custos of Trelawny and Social Development Commission;
- enhancement of the Safe School Programme; and
- launching of three (3) Farm Watch Groups in the Wait-a-Bit, Ulster Spring and Warsop communities.

Staff Welfare and Development

The division facilitated briefing, debriefing and sensitizations sessions for all staff throughout the review period. Specialized training was received by 61 members in areas such as domestic violence intervention train the trainer, disciplinary procedures, customer service, and CIB Levels 1 and 2 investigative courses. Other training included Firearm re-certification as well as Use of Force and human rights.

WESTMORELAND DIVISION



Mr. Gary McKenzie,
M.Sc, B.Sc. (Hons.), A.Sc., Dip. Bus.
Eng., - SP

Westmoreland is the western-most parish in the island and is bordered to the north by Hanover, east by St. James and east south-east by St. Elizabeth. The parish has a population of 144,000 with the greatest numbers concentrated within Savanna-la-mar, the capital, Negril and Grange Hill. The main sources of income are tourism, sugar cane farming and limited manufacturing.

The Division was commanded by Superintendent Gary McKenzie and supported by seven other gazetted officers who provided supervision for 353 rank and file members and 93 district constables.

Crime

Despite minimal reductions in murders, aggravated assaults and robberies during the review period, the division experienced a marginal increase of 13 or 3% more in the total number of category one crimes reported when compared to the similar period in 2017. Incidents of rape showed the highest increase of 17 or 53% as shown in **Table 10**.

Crime conditions ranging from gang violence, murders and shootings to robberies and lottery scamming emanated in several communities within the Division namely, Barracks Road/Gully Banks, Russia, Dester Street, Dalling Street, Whitehall, West End, Norman Manley Boulevard, Nompariel Road and the general Savanna-la-mar township. Due to the high incidences of crime, these communities were labeled as hotspot communities and received greater operational policing activities.

Table 10: *Category One Crimes for Westmoreland, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 141 | 148 | -7 |
| Shooting | 151 | 150 | 1 |
| Rape | 49 | 32 | 17 |
| Aggravated Assault | 22 | 23 | -1 |
| Robbery | 44 | 56 | -12 |
| Break-ins | 62 | 49 | 13 |
| Larceny | 5 | 3 | 2 |
| Total | 474 | 461 | 13 |

Operational Activities

In response to the high levels of ongoing crimes occurring especially during the first quarter of the year, several policing strategies were operationalized which enabled greater flexibility in managing the movement of criminals, and thus enabled the creation of safer environment for the general public. These policing strategies also yielded the following:-

- arrest of 1,090 persons;
- search of 203,617 motor vehicles;
- search of 425,844 persons;
- search of 8,343 premises;
- seizure of 336 motorcycles;
- seizure of 414 motor vehicles;
- issuing of 33,308 tickets; and
- serving of 1,055 summons for breaches of the Road Traffic Act.

Community Policing

During the period, the division through its CSSU sought to improve community partnerships and conducted several activities/initiatives which included church services, community meetings, town hall meetings, widely publicized meetings, community walk-throughs, Police Youth Club Meetings and Neighbourhood Watch meetings.

Other community outreach activities included:

- Partnership with the Seventh Day Adventist Community Outreach Intervention at Grange Hill;
- Hosting of a Food drive for 48 households in hotspot communities of Savanna-la-mar; and
- Partnership with the Ex-police Officers Association of Florida in aid of needy students.

AREA TWO



Mr Norman Heywood, ACP
M.Sc, pc.

Area 2 Police headquarters located in Pompano Bay St. Mary provides strategic and administrative oversight for the divisions of Portland, St. Mary and St. Ann. During the period under review, it was led by Mr. Norman Heywood, Assistant Commissioner of Police for the first half of the year, and later by Mr. Elbert W. Nelson, Assistant Commissioner of Police who took over in August of 2018. The command was supplemented with five Gazetted Officers who supervised 107 members to include rank and file, district constables, and civilian workers.

PORTLAND DIVISION



Mr. Duane Wellington, SP

The parish of Portland is located on Jamaica's northeast coast. It is situated to the north of St Thomas and to the east of St Mary. It is one of the rural areas of Jamaica and is generally characterized by low crime rates. The economy of Portland centres on tourism, agriculture, fishing, remittances and quarrying. The parish is renowned for its natural beauty and lush vegetation, and is one of the preferred tourist destinations.

The Division is comprised of nine police stations and a Marine base and was commanded by Mr. Duane Wellington, Superintendent of Police during the 2018 period. He was assisted by three other Gazetted Officers and 343 rank and file members.

Crime

The Division recorded an overall reduction in category one crimes of 17 or 16% when compared to 2017. Despite this, murders and shootings increased by 6 and 3 incidents respectively. Break-ins reflected the largest decrease of 22 incidents, as shown at **Table 11**.

Table 11: Category One Crimes for Portland, 2018/2017

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|-----------|------------|------------|
| Murder | 15 | 9 | 6 |
| Shooting | 5 | 2 | 3 |
| Rape | 13 | 8 | 5 |
| Aggravated Assault | 12 | 16 | -4 |
| Robbery | 9 | 12 | -3 |
| Break-ins | 26 | 48 | -22 |
| Larceny | 7 | 9 | -2 |
| Total | 87 | 104 | -17 |

Operational Activities

In response to the increase in murders and shootings, a number of operational and intervention strategies were pursued to include; snap and targeted raids, stop & search, spot checks, flag march, motor cycle and foot patrols, and beach patrols . These strategies enabled greater management of the movement of criminals and which redounded to the overall reduction in crime. These intervention strategies/activities yielded the following outputs/outcomes:-

- 900 persons arrested;
- 400 motor vehicles seized;
- 705 offensive weapons seized;

- 8 firearms recovered;
- 62 rounds of ammunition recovered;
- 19,368 tickets issued for breaches of the Road Traffic Act; and
- 8 stolen vehicles recovered.

Community Policing

The Divisional CSS team conducted several community intervention and outreach activities to build relations and enable crime reduction. These included church services, community meetings, town hall meetings and widely publicized meetings. A major focus of the police was the reduction of domestic violence hence several of the meetings were used to highlight the challenges of domestic violence and the methods of resolutions and interventions.

The table below shows a comparison of the Community Safety and Security Branch performance between the year 2017 and 2018.

Table 12: *Portland CSSB performance for, 2018/2017*

| Activities | 2017 | 2018 |
|----------------------------|---------------|---------------|
| Community Meeting | 2470 | 1945 |
| Church Visit | 54 | 22 |
| School Visit | 5240 | 7429 |
| Community Patrol | 9350 | 7164 |
| Social Intervention | 44 | 58 |
| Neighbourhood Watches | 25 | 8 |
| PYC Meetings | 121 | 55 |
| Widely Publicized Meetings | 86 | 35 |
| PTA Meetings | 1 | 1 |
| Welfare | 50 | 39 |
| Total | 17,501 | 16,776 |

Other community initiatives included:

- Child Resiliency programme in which School Resource officers work closely with schools to help students with behavioural, literacy and other social problems.

- Partnership with the Ex-police Officers Association of Florida to aid needy students.
- Domestic Violence Intervention/prevention sensitization programmes.

Staff Welfare and Development

The Portland Division remained committed to the consistent development of its members. This was achieved primarily through several seminars, sensitization sessions, briefing and debriefing sessions, and training programmes that were offered throughout the year. These include:

- Domestic Violence workshops;
- Disciplinary Procedures workshop;
- Customer Service workshops;
- CIB Level I Course;
- CIB Level II Course; and
- Other training Courses.

In addition, several members were also commended through various forums for long and dedicated service as well as for working beyond the call of duty during the year.

ST. MARY DIVISION



The parish of St. Mary is located in the north-eastern region of Jamaica, bordered by the parishes of Portland to the east, St. Ann to the west and St. Andrew and St. Catherine to the south. The parish is one of the smallest on the island and is home to a population of 114,227 residents. The parish capital is Port Maria. The economy of the parish is largely dependent on tourism and agriculture.

The Division is comprised of 11 police stations and one post and was commanded by Mrs. Bobette Morgan-Simpson, Superintendent of Police. She was supported by three (3) other gazetted officers who supervised a staff complement of 281 rank and file members, 86 District Constables and 33 Civilians members.

Mrs. Bobette Morgan-Simpson
B.Sc (Magna Cum Laude), A.Sc (Magna
Cum Laude) - SP

During 2018, the division recorded a total of 168 Category One Crimes which reflected an overall increase of 9 or 6% over the similar period in 2017. Murders and shootings were the major challenges and both recorded increases of 12 (50%) and 5 (29%) respectively. Rape decreased by 13 or 45% which was the highest reduction in Category One Crimes for the period. (see **Table 13**)

Table 13: *Category One Crimes for St. Mary, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 36 | 24 | 12 |
| Shooting | 22 | 17 | 5 |
| Rape | 16 | 29 | -13 |
| Aggravated Assault | 20 | 24 | -4 |
| Robbery | 23 | 27 | -4 |
| Break-ins | 43 | 34 | 9 |
| Larceny | 8 | 4 | 4 |
| Total | 168 | 159 | 9 |

Operational Activities

Operational activities conducted for the period included targeted raids, spot checks and patrols (mobile, foot, motor cycle). These activities resulted in the following outputs/outcomes:

- 778 persons arrested and charged;
- 2,653 premises searched;
- 6 firearms and 79 rounds of ammunition recovered;
- 3 stolen motor vehicles recovered; and
- 679 offensive weapons seized.

Community Policing

A significant number of initiatives/activities were undertaken primarily through the Community Safety and Security arm of the division with a view to develop, strengthen and sustain partnership with communities. These initiatives achieved the following outcomes/outputs:

- launching of impromptu meetings dubbed “A Nicer Bay” for face to face interaction with community;
- organization of a domestic violence workshop in collaboration with the Bureau of Gender Affairs and a road march against domestic violence;
- launching of two (2) Police Youth Clubs in Basic Schools (the first such clubs to be launched in the island);
- hosting of the St. Mary Business House Domino Tournament;
- hosting of the St. Mary Police Youth Club Athletic Championship; and
- hosting of the St. Mary Safe School Debate competition.

Other community intervention included the continuous work with all active Neighbourhood Watch Programmes, Police Youth Clubs and Farm Watches.

Staff Welfare and Development

The St. Mary Division facilitated the continuous development of its members primarily through various briefing and debriefing sessions, sensitization seminars and sessions, and several training programmes. Several members were also commended through various forums for working beyond the call of duty during the year.

ST. ANN DIVISION



Mr. Michael Smith
Dip. Bib & Past - SSP

St. Ann is Jamaica’s largest parish and is situated at the north-central point of the island. The parish is bordered by the parishes of Trelawny to the west, St. Mary to the east and St. Catherine and Clarendon to the south. The major economic activities surround tourism, mining, shipping and agriculture.

The division is comprised of 11 police stations and is divided into three zones. For the review period, Mr. Michael Smith, Senior Superintendent of Police was the commander of the division, supported by 5 other gazetted officers who supervised a staff complement of 523 personnel.

Crime

As seen in **Table 14**, a total of 296 Category One Crimes were recorded in the division for 2018 which reflected an overall decrease of 18 fewer or 6% less crimes when compared to the similar period in 2017. The highest reductions were recorded in aggravated assault and murder with 17 or 37% and 12 or 20% respectively. On the other hand, the highest increase was recorded in shooting with 14 or 48% more incidents compared to the previous year. The main policing areas affected by crimes were Ocho Rios, St. Ann's Bay, Runaway Bay, Steer Town and Watt Town.

Table 14: *Category One Crimes for St. Ann, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 48 | 60 | -12 |
| Shooting | 43 | 29 | 14 |
| Rape | 22 | 22 | 0 |
| Aggravated Assault | 29 | 46 | -17 |
| Robbery | 55 | 52 | 3 |
| Break-ins | 93 | 96 | -3 |
| Larceny | 6 | 9 | -3 |
| Total | 296 | 314 | -18 |

Operational Activities

Analysis of the division indicated that the high crime conditions in the division were attributed to increased gang activities, specifically external and migrant criminal gangs which had infiltrated the division. Several initiatives were undertaken throughout the period to reduce the movement of criminals across the parish. These included the: (1) restructuring of the Divisional Operational Support Team (OST) to effectively respond to incidents in hotspots; (2) introduction of a Public Order Team in Ocho Rios, Brown's Town and St. Ann's Bay to curtail the incidents of motor vehicle thefts and the movement of illegal firearms and ammunitions; (3) Targeting of suspected drug bases and (4) thorough investigations conducted on criminal syndicates aimed at disrupting their activities.

The operational activities yielded the following outputs/outcomes:

- Seizure of 24 firearms (figure does not include homemade firearms);
- Seizure of 237 rounds of ammunition;
- Seizure of 4,031 offensive weapons;
- Recovery of 12 stolen motor vehicles;
- Execution of 1,717 warrants;
- Seizure of 133 lbs and 195 parcels of ganja; and
- Seizure of a small quantity of cocaine.

AREA THREE



Area 3 which comprises the divisions of Manchester, St. Elizabeth and Clarendon was commanded by Mr. Clifford Chambers, Assistant Commissioner of Police. There are 34 police stations strategically located across all three divisions, providing service to approximately 647,311 citizens.

Mr. Clifford Chambers
LLB (hons.) M.B.A, B.Sc (Hons.) -
ACP

MANCHESTER DIVISION



Manchester is located to the south central of Jamaica, bordered by St. Elizabeth in the west, Clarendon in the east and by Trelawny in the north. The parish has an approximate population of 191,000 with a significant number residing in the major towns such as Mandeville, Christiana, Mile Gully, Newport, Porus and Williamsfield. The parish's main economic drivers are mining and agriculture, bauxite, small scale manufacturing and business process outsourcing (BPO). Manchester's cool climate makes it one of the preferred locations for returning residents and expatriates to settle.

The Division is comprised of 11 police stations and was managed by Superintendent Wayne Cameron. He was ably supported by three Deputy Superintendents and two Assistant Superintendents who managed a working

Mr. Wayne Cameron
M.Sc, B.Ed. (Hons.), Dip.Ed. -
SP

strength of 471 members.

Crime

As seen in **Table 15**, a total of 466 Category One Crimes were reported for the year 2018. This was 133 or 22% less Category One Crimes reported for the period in comparison to the corresponding period in 2017. Reductions were achieved in most of the crime categories except for shooting and larceny which had increases of 8 (24%) and 1 (9%) respectively. Break-ins, which historically is one of the division's major challenges, recorded 88 or 30% fewer incidents.

Table 15: *Category One Crimes for Manchester, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|-------------|
| Murder | 31 | 46 | -15 |
| Shooting | 41 | 33 | 8 |
| Rape | 23 | 34 | -11 |
| Aggravated Assault | 41 | 49 | -8 |
| Robbery | 105 | 125 | -20 |
| Break-ins | 207 | 295 | -88 |
| Larceny | 18 | 17 | 1 |
| Total | 466 | 599 | -133 |

Operational Activities

A large percentage of the crimes committed in the division were fueled by the operations of three main active gangs: Grey Ground, 100 Man/Gaza, and Barnstaple. Intelligence suggested that activities carried out by these gangs include murders, kidnapping, robberies, contract killings and extortion. Consequently, divisional operational strategies/activities were geared at dismantling gangs, disrupting their activities and weakening their community support. The activities included targeted and snap raids, cordons and searches, patrols (mobile, foot, motorcycle, border) as well as stop and searches. The outcome of these activities includes the following:

- Apprehension of 13 wanted men;
- Seizure of 18 firearms and 438 rounds of ammunitions;

- Recovery/seizure of 323 motor vehicles and 81 motor cycles;
- Seizure of 1544 pounds and 49 parcels of ganja; and
- Seizure of one pound of cocaine.

Community Policing

The Community Safety and Security Unit within the Division continued to forge a good working relationship with citizens. As such, throughout 2018, the Unit engaged the wider community through the following initiatives:

- Launching of two Police Youth Clubs namely Aenon Town and Asia;
- Reactivation of two Police Youth Clubs namely the Spalding High and Manchester;
- Continuous implementation of the Child Protection Programme;
- Hosting of the Manchester Police Division Law Enforcement Torch Run; and
- Hosting of the Mandeville Police Youth Club 5k Walk Run under the theme, *‘Take A Step, Buss A Sweat, Save a Life’*. Proceeds went to the Children’s Department at the Mandeville Regional and Percy Junior Hospital.

Manchester Division Law Enforcement Torch Run for Special Olympics 2018



Mandeville Police Youth Club 5K Walk/Run for Charity



Staff Welfare and Development

For the period under review, staff members benefited from a number of seminars, briefing and debriefing sessions. A total of 109 personnel received training in Grievance Procedures, Sudden Death, Missing Person, Diversity Policy, PMAS, Assault/Domestic Violence, and Mechanics of Arrest among others. These courses were significant in enhancing staff capabilities.

ST. ELIZABETH DIVISION



Ms. Catherine Lord
B.Ed, psotc. - SP

The parish of St. Elizabeth is situated on the south western coast of Jamaica. It is bordered by the Caribbean Sea to the south, Westmoreland to the west, Manchester to the east and St. James and Trelawny to the north. The major towns are Black River which is the capital, Santa Cruz, Maggoty, Balaclava, Malvern and Junction. The parish's main economic activities are farming, fishing, mining and quarrying, manufacturing and tourism.

The St. Elizabeth Division comprised of 11 police stations, and was commanded by Ms. Catherine Lord, Superintendent of Police with a staff complement of 424 members.

Crime

For the period under review, the division recorded a total of 372 Category One Crimes. This was an increase of 71 or 24% over the previous year. All categories of crimes reflected an increase except for murder which showed a reduction of 4 or 15%. The areas most affected by crime in the division were the major towns of Black River, Santa Cruz and Junction.

Table 16: *Category One Crimes for St. Elizabeth, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------|------|---------------|
| Murder | 22 | 26 | -4 |
| Shooting | 30 | 18 | 12 |

| | | | |
|--------------------|------------|------------|-----------|
| Rape | 33 | 28 | 5 |
| Aggravated Assault | 39 | 38 | 1 |
| Robbery | 92 | 67 | 25 |
| Break-ins | 144 | 116 | 28 |
| Larceny | 12 | 8 | 4 |
| Total | 372 | 301 | 71 |

Operational Activities

During the period under review, intelligence indicated that a large percent of the murders and shootings were fueled by disputes and gang activities. The division implemented various strategies/activities to reduce these challenges. A zero tolerance approach was adopted for reported disputes and the police was able to amicably settle 2,948 of the 3,122 reported disputes. Other Operational activities were conducted in the division such as raids; mobile patrols; stop and search; flag marches; and farm, meat shops and abattoirs visits. These operational activities yielded the following results:

- 754 persons arrested and charged;
- 20 wanted persons arrested;
- 520 motor vehicles (inclusive of motor cycles) seized;
- Cash seizure amounting to \$JA560,318.00 and \$US3,700;
- 4 Stolen motor vehicles recovered;
- 20 firearms and 230 rounds of ammunition seized;
- 1469 offensive weapons seized;
- 16,454lbs of ganja seized; and
- 76 acres of grown ganja plants destroyed.

Community Policing

The Community Safety and Security Unit continued to play an integral role in the crime fighting efforts across the parish by partnering with stakeholders to implement several social intervention programmes. These included various outreach initiatives such as the following:

- Provided support to victims of crime to restore public safety and confidence;
- Collaborated with Child Protection and Family Services Agency to advocate against child abuse;
- Collaborated with Parish Council through Parish Safety and Security Meetings, as well as Disaster Preparedness & Emergency Management, General Municipal Cooperation, and the parish consultative meetings;
- Attended and participated in church services, widely publicized meetings and community meetings;
- Gifted care packages to fifty-two (52) male wards of Mannings Boys Home;
- Donated \$300,000 as proceeds from the annual 5K Run/Walk to the Black River Hospital;
- Supported the Youth Empowering Programme - 'Eve for CHANGE' (Caring, Helping, Advocating, Nurturing, Giving and Educating); and
- Continued visits to Police Youth Clubs and Neighbourhood Watches.

Staff Welfare and Development

Throughout the year, members of the division benefited from a number of sensitization seminars as well as briefings and debriefing sessions. A total of 220 members received training in the areas of domestic violence; customer service; statement writing; praedial larceny; administrative and leadership training as well as 'Train the Trainer' course. All members attached to the Criminal Investigation Branch who are serving in the St. Elizabeth Division were exposed to new developments in investigation. These sessions/seminars and courses were significant in improving each member's capacity.

CLARENDON DIVISION



The parish of Clarendon is the third largest in the island with approximately 350 communities and a population of approximately 246,000 persons. The parish is bordered by Manchester on the west, St. Catherine on the east, and St. Ann in the north. Its capital and largest town is May Pen. The primary sources of income are mining, agriculture, fishing, manufacturing and trade.

Clarendon Division is comprised of 12 stations and is further divided in three sub-divisions. The division was commanded by Mrs. Vendolyn Cameron-Powell, Senior Superintendent of Police, who was assisted by a team

Mrs. Vendolyn Cameron-Powell
SSP

of seven gazetted officers for effective management of resources and accountability.

Crime

For the period under review, Clarendon Division recorded an overall reduction of 105 or 19% fewer crimes over the previous year. Reductions were experienced for all Category One Crimes, except break-ins which recorded a marginal increase and aggravated assault which recorded no change. Most notably was the decrease in murders and shootings which fell by 38 (22%) and 47 (37%) respectively (see **Table 17**). Intelligence indicated that approximately 70% of the murders and shootings were influenced by 13 known gangs, whose activities included, extortion, drug for guns trade, larceny of goats and praedial larceny.

Table 17: *Category One Crimes for Clarendon, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 133 | 171 | -38 |
| Shooting | 80 | 127 | -47 |
| Rape | 35 | 41 | -6 |
| Aggravated Assault | 29 | 29 | 0 |
| Robbery | 74 | 92 | -18 |
| Break-ins | 79 | 73 | 6 |
| Larceny | 6 | 8 | -2 |
| Total | 436 | 541 | -105 |

Operational Activities

Several strategies inclusive of patrols (mobile, foot, joint, motor cycle), spot checks, VCPs, snap and targeted raids were employed to treat with the crime situation within the division. The operational activities that were conducted resulted in the following:

- Seizure of 41 illegal firearms and 989 rounds of ammunition;
- Arrest of 12 wanted men;
- Recovery of 19 stolen motor vehicles;

- Cash seizure of JA\$2,139,000.00 and £471;
- Seizure of 2,508 parcels of ganja;
- Destruction of seven acres of ganja; and
- Execution of 766 warrants.

Community Policing

The division made commendable efforts in improving public safety and confidence by building better police/citizen relationship through a number of initiatives. The following was accomplished throughout the year:

- Launching of 4 police youth clubs;
- Re-activation of 1 police youth club;
- Launching of 9 Safe Schools Programme;
- Participation in 20 community walk-throughs;
- Launching of a football competition between police and citizens.



Clarendon Football Team



SSP Cameron Powell interacting with citizens

Staff Welfare and Development

Throughout 2018, a number of briefing and debriefing sessions were conducted with members of the Division in attendance. Nineteen members participated in courses at the NPCJ ranging from Basic Intelligence Core Skills Level I, Basic Digital Photography Training,

Supervisory Management Level I, Administrative Workshop, among others. These courses were significant in improving staff morale and increasing the resource capacity at the Division through staff welfare and development.

AREA FOUR



Mr. Devon Watkis
M.Sc., Dip. Mkg - ACP

Situated in the nation's capital, Area 4 encompasses the Kingston Metropolitan Area (KMA) and includes the divisions of Kingston Eastern, Kingston Central, Kingston Western, St. Andrew Central and St. Andrew South. It is made up of a unique mix of businesses and commercial clusters, industrial belts, shipping and logistics hubs, educational institutions, shipping port, transportation centres, agricultural markets, residential neighbourhoods and other critical national infrastructures. This unique mix demands a wide array of policing services. This Area was commanded by Mr. Devon Watkis, Assistant Commissioner of Police and supported by 55 other members.

KINGSTON CENTRAL DIVISION



Mr. Robert Gordon
B.Sc (Cum Laude), A.Sc, Dip. HRM- SP

The Kingston Central Division is the smallest geographically of the five divisions within Area 4. It is home to one of the country's main commercial and business district known as Downtown Kingston. Crime hotspots within the division include the communities of Allman Town, Rose Gardens, Beverley Gardens, Fletcher's Land, Southside and Tel Aviv, and Parade Gardens, just to name a few.

For the review period, the division was commanded by Mr. Robert Gordon, Superintendent of Police, and was supported by six gazetted officers, 317 rank and file members and 69 district constables. These personnel were distributed among the five stations in the division, namely: Central, City Centre, Gold Street, Allman Town and Fletchers Land.

Crime

For 2018, a total of 139 Category One Crimes were reported. This was a decrease of 31 or 18% less crimes reported when compared to the similar period in 2017. Murders, robberies and shootings had the highest declines of 11 (41%), 10 (20%) and 6 (20%) respectively as shown in **Table 18**. On the other hand, rape and break-ins showed an increase of 1 case each in comparison to the previous year.

Table 18: *Category One Crimes for Kingston Central, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 16 | 27 | -11 |
| Shooting | 24 | 30 | -6 |
| Rape | 11 | 10 | 1 |
| Aggravated Assault | 7 | 10 | -3 |
| Robbery | 40 | 50 | -10 |
| Break-ins | 17 | 16 | 1 |
| Larceny | 24 | 27 | -3 |
| Total | 139 | 170 | -31 |

Operational Activities

A number of contributory factors led to the division's reduction in major crimes. These factors included *inter alia*: targeting of gang members and violence producers as well as other contributors through:-

- hot spots policing;
- targeted and snap raids;
- VCPs and PCPs;
- strategic patrols; and
- covert and overt police operations.

These activities resulted in the:

- seizure of 21 firearms and 256 rounds of ammunition;
- seizure of 434 offensive weapons;
- seizure of 18 motorcycles;
- recovery of two stolen motor vehicles; and
- seizure of 489 lbs. of ganja.

Community Policing

The Community Safety and Security Unit continued their collaborative engagements with various communities in order to improve relations among its citizens. Some of their accomplishments included:

- Participation in 16 Community Meetings;
- Conduct of 59 School Lectures;
- Engagement in 59 Partnership/Outreach Programmes; and
- Execution of 16 School Safety Security Programmes.

ST. ANDREW CENTRAL DIVISION



The Andrew Central Division has responsibility for the largest geographic zone within the KMA. It has a mix of affluent and inner city residential communities and is home to some of the largest financial and educational institutions, commercial and manufacturing industries, embassies and consulates, National Stadium and Arena, and major transportation hubs among other entities.

The division is comprised of five (5) police stations namely, August Town, Half Way Tree (head station), Matilda's Corner, Stadium and Papine; and two police posts – Mona and New Kingston. During the review period, the division was commanded by Ms. Jacqueline Green, Senior Superintendent of Police, who was supported by eight gazetted officers, 433 rank and file members, 72 district constables and 32 civilian workers.

Ms. Jacqueline Green
B.Sc. (Cum Laude), A.Sc (Cum Laude) - SSP

Crime

As seen in **Table 19**, the division recorded an overall decrease in Category One Crimes for the reviewed period when compared to similar period in 2017. However, incidents of murders and shootings increased by 6 (8%) and 20 (37%) respectively. On the other hand, there were 15 (13%) fewer robberies and 12 (25%) fewer break-ins during the period.

Table 19: *Category One Crimes for St. Andrew Central, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 82 | 76 | 6 |
| Shooting | 74 | 54 | 20 |
| Rape | 15 | 18 | -3 |
| Aggravated Assault | 13 | 18 | -5 |
| Robbery | 103 | 118 | -15 |
| Break-ins | 36 | 48 | -12 |
| Larceny | 15 | 12 | 3 |
| Total | 338 | 344 | -6 |

Operational Activities

In order to curtail the incidents of crimes, increased patrol deployment including foot, mobile and bicycle, were conducted on a regular basis throughout the town centres and business districts. This strategy was aided by deployments from PSTEB and other non-geographic formations. Hot spot policing, raids and other gang reduction related activities were employed. These resulted in the following outputs:

- 5,461 mobile patrols,
- 3,283 foot patrols,
- 6,431 vehicular check points (VCPs),
- 5,910 people check points (PCPs), and
- 10,586 raids.

Outcomes from these activities are as follows:

- Over 32 wanted persons were arrested;
- 25 firearms recovered; and
- 266 assorted rounds of ammunition seized.

Community Policing

The Division continued its thrust to build relationships between the citizens and the police. This resulted in a number of activities being carried out by the division's CSSU independently and collectively with stakeholders. The activities included *inter alia*:

- Continuous engagement of the Police Youth Clubs;
- Widely Publicized Meetings;
- Stakeholders' Consultative Meetings;
- Revitalization of the Half Way Tree Police Youth Club;
- School visits;
- Community walk-throughs and meetings;
- Implementation of social intervention programmes; and
- Launching of the Devon Close Neighbourhood Watch.

KINGSTON WESTERN DIVISION



The Kingston Western Division is the second smallest geographic division within the KMA and has its headquarters at 83 Spanish Town Road, Kingston 14. The division is comprised of four police stations namely, Admiral Town, Denham Town, Darling Street and Trench Town; and two posts, Kingston Public Hospital (KPH) and Tivoli. The division was commanded by Mr. Howard Chambers, Superintendent of Police who was supported by two gazetted officers and 375 rank and file members.

Mr. Howard Chambers
M.Sc., B.Sc. (Hons), Dip Chem Tech. - SP

Crime

The Kingston Western Division recorded an overall reduction of 108 (36%) reported incidents in Category One Crimes when compared to the similar period in 2017. Incidents of murders and shootings were reduced by 24 (26%) and 69 (55%) respectively. While, reported incidents of rape and aggravated assault increased over the period with 8 (73%) and 5 (63%) more cases respectively. (see **Table 20**)

Table 20: *Category One Crimes for Kingston Western, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 70 | 94 | -24 |
| Shooting | 57 | 126 | -69 |
| Rape | 19 | 11 | 8 |
| Aggravated Assault | 13 | 8 | 5 |
| Robbery | 20 | 36 | -16 |
| Break-ins | 6 | 17 | -11 |
| Larceny | 5 | 6 | -1 |
| Total | 190 | 298 | -108 |

Operational Activities

The Kingston Western Division is notable for violent confrontations carried out by and among gangs in the division. During the review period, there were escalation of tension between the communities of Trench Town, Denham Town, Tivoli Gardens and Arnett Gardens. A composite of security initiatives were implemented to curtail the gangs' activities. The ongoing Zones of Special Operations (ZOSO) implemented in 2017 was augmented by a declaration of a State of Public Emergency (SOPE) in September 2018. These security measures were buttressed by other police initiatives which led to the reduction in the number of murders and shootings incidents especially in the last quarter of the year. The major operational activities and accomplishments are summarized in **Table 21** below:

Table 21: *Operational activities and results for Kingston Western, 2018*

| | | | |
|----------------------|--------------------------------|-----------------|------------------------------------|
| Activities | 8,523 raids | Accomplishments | 306,958 persons searched |
| | | | 65,000 vehicle searched |
| | 122 cordon & search operations | | 12 stolen motor vehicles recovered |
| | | | 105 wanted persons captured |
| | 479 mobile patrols | | 1, 020 persons charged |
| | | | 31 illegal firearms seized |
| | 1,456 foot patrols | | 1,706 rounds of ammunition seized |
| | | | 2,050 offensive weapons seized |
| | 7,150 spot checks | | 45 vehicles seized |
| 7,529 tickets issued | | | |

Community Policing

The division through its Community Safety and Security Unit conducted several activities/initiatives to foster improved relationship between the citizens and the police. Some of these included:

- Divisional Breakfast and Lunch Programme for school children;
- Community Walk-throughs;
- Several police/community engagements/functions dubbed “Pon Di Corner”;
- Two weeks Summer Camp at United Pentecostal Church Multipurpose Complex, Moneague, St. Ann; and
- Back to School Treat and Health Fair at Trench Town Multipurpose, Fifth Street, Kingston 12.

Praedial Larceny

During 2018, the Division embarked on a number of strategies in an effort to lessen the challenges associated with Praedial Larceny in the Business/Market District. These strategies included the continuous sensitization of vendors and various stakeholders to include Rural Agricultural Development Authority (RADA). Police initiatives included visits to Abattoirs to ensure compliance with the law; robust checks of market trucks, receipt books and butcher’s licenses, and market patrols.

ST. ANDREW SOUTH DIVISION



Mr. Gary Francis
MBA, BA, B.Sc. (Hons.)

The St. Andrew South Division is responsible for the industrial belt of Marcus Garvey Drive and Spanish Town Road as well as several other businesses and residential communities. The economic activities of the Division include manufacturing, commercial and financial services. It is served by four police stations namely: Hunts Bay, Olympic Gardens, Seaview Gardens and Duhaney Park. For the year under review, the division was managed by Senior Superintendent Carl Ferguson who was succeeded by Superintendent Gary Francis. The Commanding Officer managed the division with the support of eight gazetted officers, 311 rank and file members along with 49 district constables.

Crime

During the review period, the division encountered several challenges emanating from an increase in gang activities especially in the numerous informal communities within the division. These informal settlements were characterized by improper perimeter fences, inaccessible roads, high unemployment rate, juvenile delinquencies, and lack of basic amenities as well as numerous clustered and overcrowded houses which were without lot numbers.

Despite these challenges, the division recorded an overall decrease of 39 (7%) in Category One Crimes over the corresponding period in 2017. Murders and shootings were reduced by 12 (8%) and 58 (30%) respectively. Incidents of break-ins and robberies were increased by 22 (85%) and 8 (9%) incidents respectively. (see **Table 22**)

Table 22: *Category One Crimes for St. Andrew South, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------|------|---------------|
| Murder | 148 | 160 | -12 |
| Shooting | 138 | 196 | -58 |
| Rape | 46 | 48 | -2 |
| Aggravated Assault | 15 | 13 | 2 |
| Robbery | 102 | 94 | 8 |

| | | | |
|-----------|------------|------------|------------|
| Break-ins | 48 | 26 | 22 |
| Larceny | 4 | 3 | 1 |
| Total | 501 | 540 | -39 |

Operational Activities

The Division carried out intelligence-led operational activities which contributed to a reduction in the number of active gangs from 31 to 20. The overall crime fighting efforts was bolstered by the Enhance Security Measures imposed on the division which also included a State of Public Emergency which was instituted in September 2018. The combined operational activities resulted in:

- Arrest of 20 most wanted persons;
- Seizure of 66 illegal firearms;
- Seizure of 943 illegal rounds of ammunition;
- Seizure of 557 offensive weapons;
- Recovery of 81 stolen motor vehicles; and
- Dismantling of 11 gangs.

Community Policing

The division embarked on numerous community-based policing activities geared at fostering improved partnership between the police and citizens, and reducing crimes and crime causing conditions. Against this background, a number of widely publicized meetings, police youth club, neighbourhood watch meetings and community walk-throughs were held.

The annual summer camp which incorporated approximately 80 children and adults from various communities in the division was held at Tapioca Village, St. Mary under the theme, 'Fostering Positive Attitudes in Our Youths'. Lectures were held on relationship building, etiquette, conflict resolution, safety precautions, social grooming and group dynamics.

These collaborations between the police and the community played a critical role in identifying solutions aimed at community building and resolving conflicts. These initiatives were also geared towards improving public confidence and trust.

KINGSTON EASTERN DIVISION



Mr. Victor Hamilton, SP

The Kingston Eastern Division is bordered by St. Andrew Central to the north, St. Thomas to the east and Kingston Central to the west. The division has responsibility for policing the eastern industrial and residential belt of the City of Kingston. The division was commanded by Mr. Victor Hamilton, Superintendent of Police who was supported by 4 gazetted officers, 238 rank and file members along with 45 district constables and civilians staff.

Crime

During the review period, the division recorded an overall reduction of 6 (3%) in Category One Crimes when compared to the previous year. Incidents of robberies accounted for the highest decline of 13 (22%) while murders recorded an increase of 11 (20%) as shown in **Table 23**.

Table 23: *Category One Crimes for Kingston Eastern, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 67 | 56 | 11 |
| Shooting | 59 | 64 | -5 |
| Rape | 7 | 8 | -1 |
| Aggravated Assault | 9 | 15 | -6 |
| Robbery | 45 | 58 | -13 |
| Break-ins | 16 | 9 | 7 |
| Larceny | 3 | 2 | 1 |
| Total | 206 | 212 | -6 |

Operational Activities

The communities of Dunkirk, Bull Bay, Rockfort and Mountain View posed significant policing challenges in the division and were considered hot spot areas. This was due to sporadic flare up of gang activities; several of which resulted in murders and shooting. The police instituted a suite of strategies and activities to curtail the gang violence and return normalcy to the communities. Special focus was placed on the hot spot areas with 24 hour continuous police presence in those areas. Other activities included *inter alia* People Check Points (PCPs), Vehicular Check Points (VCPs), snap raids, curfews, cordons and searches, patrols (mobile, foot and motorcycle). Some of the outcomes of the activities conducted are:

- Arrest of 323 persons;
- Arrest of 21 most wanted persons;
- Seizure of 40 illegal firearms and 496 rounds of ammunition;
- Seizure of 179 offensive weapons;
- Seizure of 100 motor vehicles; and
- Seizure of 38 lbs of ganja.

Community Policing

The division through its Community Safety and Security Unit (CSSU) conducted several community policing initiatives and collaborations during the reviewed period. Some of the accomplishments include:

- Reactivation of five Police Youth Clubs and three dormant Neighbourhood Watches;
- Launching of the Safe Community Initiative in Greater Browns Town (Dunkirk);
- Hosting of a children's treat in Bull Bay in collaboration with the Member of Parliament for East Rural St Andrew;
- Implemented school outreach programmes within the division in collaboration with Ministry of Education;
- Collaborated with political stakeholders and Sparkles Productions to rehabilitate the Penso Park; and
- Conducted the second staging of the Divisional Summer Camp at Robert Lightbourne High School, St. Thomas under the theme "I Am A.B.L.E (Ambitious, Bold, Loyal, Enthusiastic)".

These collaborations between the police and the community played a critical role in identifying solutions aimed at bridging community/policing gaps, community building and resolving conflicts.

AREA FIVE



Mr. Derrick Knight
M.Sc. - ACP

Area 5 has its headquarters located at 1 Cassava Piece Road, Constant Spring, St. Andrew and is comprised of four Divisions, namely; St. Thomas, St. Catherine South, St. Catherine North and St. Andrew North. During the period, the area was managed by Mr. Derrick Knight, Assistant Commissioner of Police, supported by seven Gazetted Officers along with 41 rank and file members.

ST THOMAS DIVISION



Mrs. Marlene Wilson-Christie
B.BA (Hons.) - SP

St. Thomas is situated along the south eastern coast of Jamaica. It is bordered by St. Andrew on the west, Portland on the north east and the Caribbean Sea to the south. The parish is densely forested and contains large wetlands, cliffs and beaches and is home to a population of approximately 95,000. Its economic base is comprised mainly of agriculture, fishing and quarrying.

The Division is comprised of nine police stations, namely: Morant Bay, Bath, Golden Grove, Port Morant, Seaforth, Trinityville, Cedar Valley, Llandewey and Yallahs. For the period under review the division was commanded by Mrs. Marlene Wilson-Christie, Superintendent of Police, who was assisted by six gazetted officers along with 327 rank and file members and district constables.

Crime

For the year in review, the division experienced an overall increase of 20 (12%) more reported cases in Category One Crimes over the comparative period in 2017. All major crimes were increased with the exception of aggravated assault which declined by 10 (33%) and rape which showed no change in the number of cases reported. Moreover, murder, shooting and break-ins showed an increase of 9 (41%), 5 (33%) and 10 (20%) respectively. (see **Table 24**)

Table 24: *Category One Crimes for St. Thomas, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|----------------------------|-------------|-------------|-----------------------|
| Murder | 31 | 22 | 9 |
| Shooting | 20 | 15 | 5 |
| Rape | 27 | 27 | 0 |
| Aggravated Assault | 20 | 30 | -10 |
| Robbery | 21 | 16 | 5 |
| Break-ins | 59 | 49 | 10 |
| Larceny | 3 | 2 | 1 |
| Total | 181 | 161 | 20 |

Operational Activities

There were three main gangs operating in the Division, namely: Church Corner, Gwallers, and Land Top Gang. These gangs were responsible for a large majority of the murder and shooting incidents especially in the Yallahs police area where 13 (42%) of the murders occurred. The division undertook a number of initiatives aimed at curtailing the rise in gang violence as well as dismantling the gangs. Some initiatives included increased use of People Check Points (PCPs), snap and targeted raids, cordons and searches, spot checks, stop and search activities.

These initiatives resulted in the displacement of one of the major gangs, curtailment of a number of illicit activities and restoration of order in many spaces within town centres. Other major results were:

- Arrest of 104 persons;
- Arrest of 9 most wanted persons;
- Seizure of 13 illegal firearms and 68 rounds of ammunition;
- Seizure of 179 offensive weapons; and
- Seizure of 25 motor vehicles.

Community Policing

The division through its Community Safety and Security Unit developed and maintained collaborations and improved relations with the communities through its citizens, businesses, schools, and community organizations in an effort to address and resolve issues facing them. Some of the activities undertaken included the:

- hosting of two health fairs and expo in collaboration with the JCF 150th Secretariat and medical practitioners from the Princess Margaret Hospital, National Insurance Scheme (NIS), Eyeland Eyewear and other stakeholders;
- establishment of the JCF information booth at the Walker's Plaza and the Post Office in Morant Bay;
- revitalization of the Yallahs Phase 1 and 2, Retreat Cove Boulevard and Highbury Neighbourhood Watch Groups; and
- regular attendance and oversight of the Police Youth Clubs, Neighbourhood and Farm Watches.

ST. CATHERINE SOUTH DIVISION



Mr. Clive Blair, SSP

The St. Catherine South Division is one of two divisions in the parish of St Catherine. The division is bordered by the Caribbean Sea to the south, Clarendon Division to the west, St. Catherine North Division to the north, and St. Andrew South Division to the east. It is comprised of the large dormitory communities of Portmore, Central Village and Old Harbour. The combined population is approximately 600,500. The major commercial activities include agriculture, quarrying, fishing, shipping and manufacturing and distribution.

The division is comprised of eight police stations namely; Portmore, Bridgeport, Caymanas, Central Village, Waterford, Hellshire, Old Harbour and Old Harbour Bay. For the review period, the division was commanded by Mr. Clive Blair, Senior Superintendent of Police, supported by eleven gazetted officers along with 406 rank and file members.

Crime

As seen in **Table 25**, the division recorded an overall increase of 8 (2%) more reported incidents in Category One Crimes over the comparative period in 2017. Of significance, murders, shootings and robberies were decreased by 13 (12%), 19 (17%) and 8 (8%) respectively. All other Category One Crimes reported an increase over the period with break-ins and rape recording the highest increases of 28 (48%) and 10 (26%) respectively.

Table 25: *Category One Crimes for St. Catherine South, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|------------|
| Murder | 96 | 109 | -13 |
| Shooting | 94 | 113 | -19 |
| Rape | 48 | 38 | 10 |
| Aggravated Assault | 15 | 7 | 8 |
| Robbery | 90 | 98 | -8 |
| Break-ins | 86 | 58 | 28 |
| Larceny | 4 | 2 | 2 |
| Total | 433 | 425 | 8 |

Operational Activities

The reduction in murder and shooting was credited to the apprehension of influential gangsters, and the State of Public Emergency which was declared in the neighbouring St Catherine North Division. This restricted the movements of criminals and violence producers and disrupted their intra-border network of criminal activities. In addition to these extraordinary security measures, the division also increased targeted operations aimed at dismantling gangs and restoring order in public spaces. Some other notable successes were:

- arrest of 27 most wanted persons;
- arrest and charge of 1,081 persons; and
- seizure of 4,110 lbs. of ganja.

Community Policing

The division through its Community Safety and Security Unit partnered with key stakeholders to enhance relationships between the police and citizens as well as building collaborations with the communities. Some of these activities included the:

- Hosting of a summer youth camp;
- Restructuring of three Police Youth Clubs;
- Reactivation of five Neighbourhood Watch Groups; and
- Organization and hosting of meetings with the parish council, NGOs and other stakeholders.

ST. CATHERINE NORTH DIVISION



Mr. Beau Rigabie
B.B.A (Hons.) - SSP

The St. Catherine North Division is one of two divisions that form the parish of St Catherine. It is comprised of 12 police stations namely: Spanish Town, Above Rocks, Bog Walk, Browns Hall, Ewarton, Glengoffe, Guanaboa Vale, Guys Hill, Linstead, Point Hill, Riversdale and Shady Grove. The division is home to an approximate population of 405,900 and has as its primary sources of income: manufacturing, distribution, farming, quarrying and mining sectors.

During the review period, the division was commanded by Mr. Beau Rigabie, Senior Superintendent of Police, supported by nine gazetted officers, 539 other ranks and 129 district constables.

Crime

During the review period, the division recorded an overall decrease of 181 (28%) in the Category One Crimes over the comparative period in 2017. Most notably, incidents of murders, shootings, robberies and break-ins were decreased by 39 (28%), 54 (39%), 46 (27%) and 35 (33%) respectively. These decreases were attributable in part to a State of Public Emergency which was instituted in March 2018. (see **Table 26**)

Table 26: *Category One Crimes for St. Catherine North, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 98 | 137 | -39 |
| Shooting | 83 | 137 | -54 |
| Rape | 52 | 61 | -9 |
| Aggravated Assault | 30 | 27 | 3 |
| Robbery | 127 | 173 | -46 |
| Break-ins | 71 | 106 | -35 |
| Larceny | 9 | 10 | -1 |
| Total | 470 | 651 | -181 |

Operational Activities

The year 2017 recorded a total of 137 murders and 137 shootings. This was attributed to inter and intra gang conflicts and reprisals. Investigations and intelligence suggested that members of the Clans Man Gang were responsible for committing majority of these criminal activities. Inter and intra gang conflicts continued on the same trajectory in 2018 and the high levels of crime and violence negatively impacted the socio-economic environment. A State of Public Emergency (SOPE) was declared in March 2018 which continued throughout the rest of the year. The SOPE was supported by other policing strategies developed to improve operational efficiency. These included robust road policing, targeted raids, curfews, cordons and searches and hotspot policing. The outcomes of these initiatives include the following:

- Arrest and charge of 7,461 persons;
- Seizure of 48 illegal firearms;
- Seizure of 593 rounds of ammunition with two magazines;
- Seizure of 186 lbs. of marijuana; and
- Destruction of 2 ganja fields.

Community Policing

During 2018, the division through its Community Safety and Security Unit engaged in social intervention strategies and collaborated with a number of stakeholders which resulted in the following:

- 1,769 community meetings conducted;
- 49 widely publicized meetings held;
- 9 neighbourhood watch meetings organized;
- 9, 646 school visits attended;
- 11 stakeholders/business meeting coordinated;
- 307 church services held; and
- 29 Police Youth Club Meetings held.

ST. ANDREW NORTH DIVISION



Mr. Glenford Miller
B.Sc - SSP

The St. Andrew North Division is located in the parish of St Andrew. It is comprised of predominantly urban residential communities on one hand and several rural farming communities on the other. Constant Spring is the division's most lucrative and important commercial centre and is home to many service-based businesses, agriculture and trading.

The St. Andrew North Division is comprised of eight police stations namely, Constant Spring, Gordon Town, Grant Pen, Irish Town, Lawrence Tavern, Mavis Bank, Red Hills and Stony Hill. During the review period the division was commanded by Mr. Glenford Miller, Superintendent, who was supported by seven Deputy Superintendents, one Assistant Superintendent along with 288 rank and file members.

Crime

During the review period, the division recorded an overall decrease of 34 (11%) less incidents in Category One Crimes in comparison to the similar period in 2017. Incidents of murders increased by 4 (7%) while shootings decreased by 4 (8%). Of note, of the two Category One Crimes that recorded decrease over the period, robberies recorded the highest decrease with 57 (54%) fewer incidents. (see **Table 27**)

Table 27: *Category One Crimes for St. Andrew North, 2018/2017*

| Category One Crimes | 2018 | 2017 | Change +/- |
|---------------------|------------|------------|---------------|
| Murder | 62 | 58 | 4 |
| Shooting | 46 | 50 | -4 |
| Rape | 26 | 21 | 5 |
| Aggravated Assault | 17 | 10 | 7 |
| Robbery | 49 | 106 | -57 |
| Break-ins | 66 | 58 | 8 |
| Larceny | 7 | 4 | 3 |
| Total | 273 | 307 | -34 |

Operational Activities

Crimes in the division were primarily driven by gang activities. Gangs and guns contributed to most murders in the division with the gun featuring in 46 (74%) of the 62 murders and gang violence contributing to 36 (58%). Machete and knives were featured in the commission of 13 murders, while three murders were committed by other means. Policing strategies were both proactive and reactive and targeted the gangs and criminal elements. Operational activities included patrols, targeted raids, cordons and searches and hotspot policing; all aimed at reducing crime levels. Some of the outputs/outcomes were as follows:

- 1,214 foot patrol conducted;
- 6,835 mobile patrol conducted;
- 3,148 VCPs conducted;

- 3,709 snap raids conducted;
- 206 targeted raids conducted;
- 9 cordon and searches conducted;
- 11,484 tickets issued; and
- 49 warrants executed.

Community Policing

During the review period, the division through its Community Safety and Security Unit instituted initiatives to collaborate with stakeholders, build community partnerships, and improve public safety, confidence and trust. The activities conducted throughout the year are as follows:

- 720 community meetings held;
- 599 school visits made;
- 17 Widely Publicized Meetings;
- 25 Stakeholders Meetings coordinated;
- 98 church service visited;
- 20 Neighbourhood Watch Meetings attended;
- 6 Community Walk-Throughs held;
- 60 Police Youth Club Meetings held;
- 5 Community Outreach Programmes held;
- 169 farm visits made;
- 6 Farm Watch Meetings attended; and
- 3 Business Watch Meetings attended.

ATTRITION IN THE JCF

For the period under review, a total of 325 members were separated from the JCF the largest numbers being through resignation (157) and retirement (133). *Figure 5* shows the number of persons by separation categories.

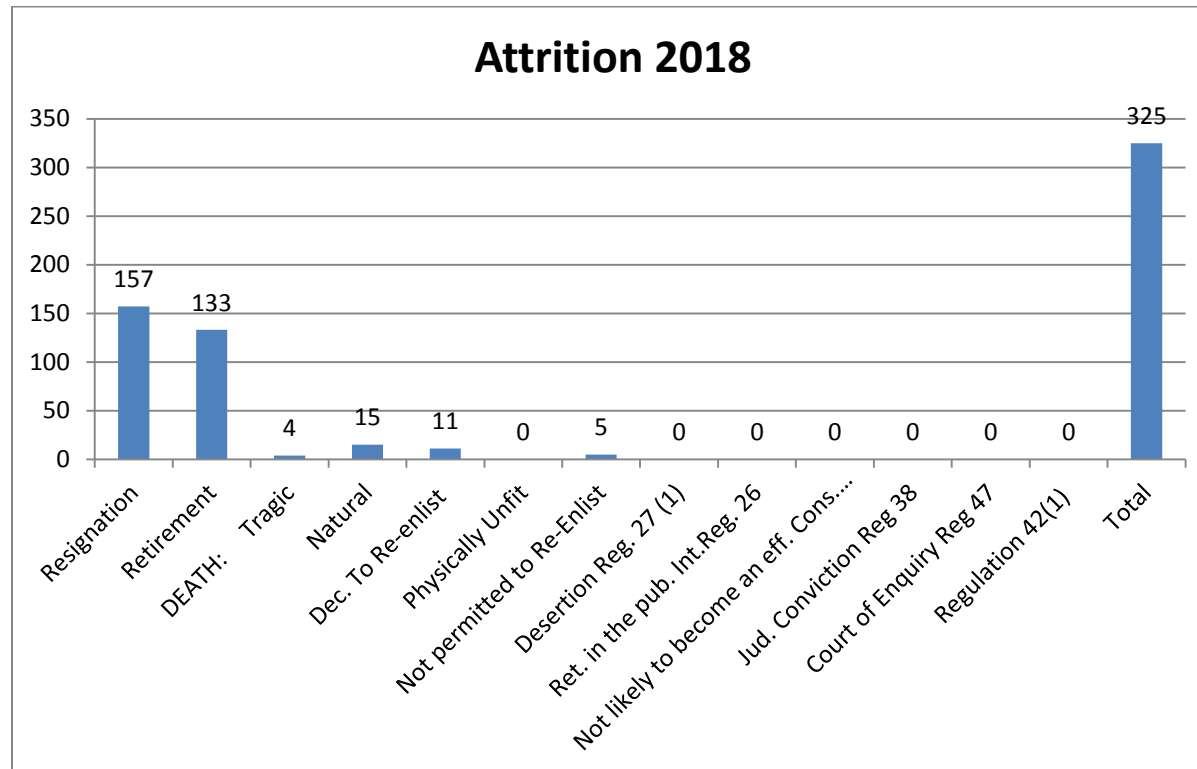


Fig. 5: Attrition of Members 2018

IN MEMORY OF MEMBERS WHO PASSED ON DURING 2018

Table 28: *Members who passed on during 2018*

| Cons. No | Regulation No. | Rank | Names | End of Watch |
|----------|----------------|---------------------------------|-----------------------|--------------|
| 1 | 3417 | Sergeant | Everton Johnson | 22.01.2018 |
| 2 | 6952 | Sergeant | Icylin West-McPherson | 25.01.2018 |
| 3 | | Deputy Superintendent of Police | Rohan McIntyre | 29.01.2018 |
| 4 | 8292 | Detective Sergeant | Samuel Brown | 08.02.2018 |
| 5 | 13407 | Constable | Anthony Bailey | 22.02.2018 |
| 6 | 16520 | Sergeant | Hecteco Bramwell | 03.03.2018 |
| 7 | | District Constable | Ian Pitter | 25.03.2018 |
| 8 | 13696 | Constable | Kevin Salmon | 12.04.2018 |
| 9 | 19212 | Constable | Ferrando Henry | 15.05.2018 |
| 10 | 10001 | Constable | Deron Henry | 22.05.2018 |
| 11 | 8049 | Corporal | Courtney Johnson | 09.07.2018 |
| 12 | | Senior Superintendent | Donald Lawrence | 20.07.2018 |
| 13 | 16961 | Corporal | Errol Jeffrey | 25.07.2018 |
| 14 | 82096 | District Constable | Beverley Payne | 14.08.2018 |
| 15 | 8504 | Constable | Rohan Bucknor | 19.08.2018 |
| 16 | | District Constable | Melissa Edwards-Whyte | 29.09.2018 |
| 17 | | Corporal | John Nairne | 10.10.2018 |
| 18 | 9007 | Constable | Derval Jackson | 21.10.2018 |
| 19 | 9364 | Detective Sergeant | Shudney Cassanova | 13.11.2018 |

List of Abbreviations

| | |
|---------|---|
| AIRU | Accident Investigation Reconstruction Unit |
| APECC | Area Police Emergency and Communication Centre |
| BPO | Business Process Outsourcing |
| BSI | Bureau of Special Investigation |
| CCTV | Closed Circuit Television |
| CIB | Criminal Investigations Branch |
| CISOCA | Centre for the Investigation of Sexual Offences and Child Abuse |
| CSSB | Community Safety and Security Branch |
| C-TOC | Counter Terrorism and Organized Crime Investigation Branch |
| DPP | Director of Public Prosecution |
| DWTT | Department of Weapons and Tactical Training |
| ESM | Emergency Security Measures |
| FLA | Firearm Licensing Authority |
| HRD | Human Resource Division |
| IDB | International Development Bank |
| INDECOM | Independent Commission of Investigations |
| IOC | Inspectorate of Constabulary |
| IPAD | Identity, Purpose, Attitude, and Destiny |
| MID | Major Investigations Division |
| MIPO | Major Intersections Public Order initiative |
| MNS | Ministry of National Security |
| MOCA | Major Organized Crime and Anti-Corruption Agency |
| MPD | Motorized Patrol Division |
| NIA | National Integrity Action |
| NIB | National Intelligence Bureau |
| NPCJ | National Police College of Jamaica |
| OST | Operational Support Team |
| PCOA | Police Civilian Oversight Authority |

| | |
|-------|---|
| PCP | People Check Points |
| PECC | Police Emergency Communication Centre |
| PMAS | Performance Management and Appraisal System |
| PRDB | Planning, Research and Development Branch |
| PSC | Police Service Commission |
| PSD | Protective Services Division |
| PSTEB | Public Safety and Traffic Enforcement Branch |
| SIB | Security and Intelligence Branch |
| SOPE | State of Public Emergency |
| SRO | School Resource Officers |
| SSP | Security Strengthening Project |
| TMMD | Transport Management and Maintenance Division |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| VCP | Vehicular Check Points |
| VIU | Visual Identification Unit |
| ZOSO | Zones of Special Operation |

Pictures to be inserted

Operational photos depicting ESMs