

REPORT ON THE FIRST YEAR OF OPERATION OF THE PROFESSIONAL STANDARDS BRANCH (PSB)

The JCF Professional Standards Branch was formally introduced and established in the JCF on June 1, 2005 in keeping with the strategic objectives of the 2005-2008 Corporate Strategy of the JCF. The mandate of the Branch is to carry forward and strengthen the reform process begun in 1998 under the first corporate plan. The Branch consists of:

- The Corporate Planning and Research Division (CPRD)
- The Internal Affairs Anti-Corruption Division
- The Internal Affairs-- Complaints Division
- The Legal Affairs Division (LAD)
- The Performance Monitoring and Auditing Bureau (PAMB) and
- The Bureau of Special Investigations (BSI)

The Branch faced a number of challenges in its first year. These challenges are generally resourced based to include manpower, motor vehicles, specialized equipment, and office space and operating cash. In spite of these difficulties the Branch has performed creditably with the resources at its disposal.

The work of Internal Affairs and BSI are of critical importance to the objective of professionalizing the workforce. The following is a report of the work undertaken by these divisions.

The former Office of Professional Responsibility began the 2005 calendar year conducting investigations into **six** cases of police corruption and other acts of dishonesty. This work was officially taken over and accelerated by the first ever Anti- Corruption Strategy and a newly established Anti-Corruption Division which came into being June first.

1. INTERNAL AFFAIRS/ANTI-CORRUPTION DIVISION

January 1 to December 31, 2005

For the period under review, a total of 66 case files were sent to the Director of Public Prosecution for ruling. Of this figure, 42 were returned with ruling for criminal action; nine for departmental action, two for Coroner's Inquest and ten for which no action was recommended.

- **Ranks of Personnel Arrested**

Thirty-three males and one female were arrested and placed before the courts. The JCF accounted for one Sergeant, six Corporals and 22 Constables; the others were one Corporal of the ISCF and four members of the Rural Police (District Constables).

- **Divisions Featuring in Arrests**

Seventeen police formations consisting of ten geographic divisions and seven units/sections were featured in arrests. This provides an urban/rural distribution ratio of 10:7. St. Andrew South Division featured with four as having the highest number of arrests while the Westmoreland and Clarendon Divisions were significant among rural parishes with three arrests, respectively.

THE FIRST QUARTER OF 2006

January 1 to March 31, 2006

54 reports spanning 16 categories of offences were received and investigated. Unprofessional Conduct and Breaches of the Corruption Prevention Act accounted for 70% of these offences.

Category of Offences Investigated

○ Unprofessional Conduct	19
○ Breach of the Corruption Prevention Act	19
○ Escape of Prisoner	1
○ Larceny	3
○ Robbery	1

○	Missing Portable Radio	1
○	Stolen Revolver	1
○	Missing Boat	1
○	Breach Forgery Act	1
○	Lost Registration Plate	1
○	Rape & Indecent Assault	1
○	Missing Service Revolver	1
○	Carnal Abuse	1
○	Missing Money	1
○	Kidnapping	1
○	Disappearance of Vehicle	1
	Total	54

15 files were sent to the Director of Public Prosecution for his ruling. Three rulings received from the files submitted, with two for criminal action and one recommending departmental action.

19 persons have been arrested as a result of cases reported and investigated. This is inclusive of one female member of the JCF and two civilians. Breaches of the Corruption Prevention Act accounted for 66% of the offences for which persons are charged.

Offences for Which Arrests were Made

○	Breach of the Corruption Prevention Act	10
○	Simple Larceny	1
○	Receiving Stolen Property	1
○	Attempt to Prevent the Course of Justice	1
○	Obtaining Money by False Pretence	1
○	Rape	1

• **Divisions Featured in Arrest**

The eight police formations featured in arrests, involved seven geographic divisions and one non-geographic. These divisions are predominantly in the urban centers of Kingston, St. Andrew, and St. Catherine with the exception of the rural division of Portland.

○ Kingston Central	1
○ Kingston Western	3
○ St. Catherine South	2
○ Clarendon	1
○ St. Andrew Central	2
○ St. Catherine North	1
○ Motorized Patrol	2
○ Portland	1

SECOND QUARTER 2006

April 1 to June 30, 2006.

During the period, 48 reports received and investigated. From this, twelve categories of offences/breaches were detected in which Unprofessional Conduct and Corruption constitute 32 or 66%, and Robbery with Aggravation and Larceny accounting for six or 12.5%.

Category of Offence/Breaches Investigated

• Robbery with Aggravation	3
• Unprofessional Conduct	16
• Larceny of Pistol	2
• Corruption	16
• Larceny	3
• Kidnapping	1
• Rape	1
• Missing Firearm	2

- Missing Portable Radio 1
- Death of Prisoner in Custody 1
- Carnal Abuse 1
- Loss Service Pistol 1

Twenty-one files were completed for the quarter, with four relating to the first quarter and seventeen to the current period. Of the sixteen files sent to the DPP, thirteen relate to this period and three to the first quarter. Five rulings received from the DPP; four relating to this period and one to the first quarter. Five files were sent to the Commissioner of Police for disciplinary action.

Divisions Featured in Arrests

The Fourteen Divisions from which personnel were arrested included thirteen geographic and one non-geographic. Kingston Western Division accounted for the highest number of personnel arrested (4), while Westmoreland Division ranked the highest among the rural divisions with three. These arrests indicate an Urban/Rural distribution ratio of 8:6 among divisions.

<u>Divisions</u>	<u>Cases of Arrest</u>	<u>No. of Persons Arrested</u>
• Westmoreland	1	3
• St. Andrew Central	2	2
• Traffic	2	2
• Portland	1	1
• Kingston Western	1	4
• St. Elizabeth	1	1
• St. Mary	1	1
• Hanover	1	1
• St. Andrew South	1	1
• Trelawny	2	2
• St. Catherine North	1	1

- St. Catherine South 1 1
- St. James 1 2
- St. Andrew North 1 1

Seventeen cases were completed, in which twenty-three personnel were arrested and placed before the Courts. All twenty-three persons arrested were males. The JCF accounted for eighteen of the twenty-three persons arrested with the rank of Constables accounting for 52.1% of total arrests; ISCF – two and District Constables – three.

Ranks of Persons Arrested

	<u>JCF</u>	<u>ISCF</u>	<u>Dist. Const.</u>
Gazette Ranks	--	--	--
Inspectors	--	--	--
Sergeants	02	--	--
Corporals	04	--	--
Constables	12	02	03

Comparatively – the number of persons arrested moved from nineteen in the first quarter to twenty-three for this period, while the number of divisions increased from eight in the first quarter to fourteen for the period under review. Most noticeable is that Unprofessional Conduct and Breaches of the Corruption Prevention Act constitute over 66% of the total offences in each quarter.

Year to date reveal a total of 102 reports investigated by the Division, resulting in 42 persons arrested. Kingston Western Division emerged with the highest number of personnel arrested in each quarter, totaling seven.

Noticeable is the Westmoreland Division which featured in three arrests this quarter and, with Clarendon, was the leading rural divisions with personnel arrested in 2005. While no gazette officer or Inspector has been arrested, two female members of the JCF,

two civilians and eight District Constables are among the persons arrested since January, 2005.

The rank of constable continues to dominate in arrests accounting for 64.7% last year and 52% for the first half of 2006.

2. INTERNAL AFFAIRS – COMPLAINTS DIVISION

January 1 to December 31 2005

A total of 596 complaints received for the period under review. Of this figure 142 case files were completed; 26 files were ruled on by the Director of Public Prosecution of which 24 were for criminal action and two recommended for departmental action.

24 cases were placed before the court with 13 disposed of in the following manner: two dismissed, one conviction, and ten in which No Order was made.

114 files were closed by the Commissioner of Police after review. 15 cases are still pending before the courts. 11 of these cases are for the period under review, while four has been before the courts since 2004.

COMPLAINTS RECEIVED, COMPLETED, DISPOSED OF, PENDING BEFORE THE COURT AND CLOSED FOR THE REVIEW PERIOD.

○	Total Complaints Received	596
○	Files Completed	142
○	Files Ruled On By DPP	
	- Criminally	24
○	- Departmentally	02
○	Cases Placed Before The Court	24
<i>How Disposed of:</i>		
○	- No Order	10
○	- Dismissed	02

- - Convicted 01
- Files Closed By Commissioner of Police 114
- Cases Pending Before the Court 15
- Cases Pending from 2005 11
- Cases Pending from 2004 04

Complaints against Police per Rank Structure

Out of the 596 complaints received, 677 offences/breaches arose for which members were held to be accountable. The JCF accounted for 438, the ISCF 98 and the Rural Police 22; 119 were unidentified (rank/body unknown) as complainants were unable to provide necessary details.

Of the total complaints against JCF members, 262 or 59.8% were against Constables and 20 or 4.56% against Gazette ranks. The rank of Inspector emerged with the lowest number of complaints among all JCF ranks.

	<u>JCF</u>	<u>ISCF</u>	<u>Dist. Const.</u>
Gazette Rank	20	-	-
Inspectors	19	-	-
Sergeants	52	-	-
Corporals	85	-	-
Constables	262	98	22
Unidentified	119		

THE FIRST QUARTER OF 2006

January 1 – March 31, 2006

For the quarter a total of 149 complaints were filed. This resulted in 160 offences/breaches being investigated and for which 172 members were implicated. 60 of these members were not identified.

The JCF Accounted for 84; ISCF 26; and District Constables two.

In the JCF, gazette ranks accounted for three, the lowest number of offences while the combined ranks of Corporals and Constables amounted to 79.76%.

	<u>JCF</u>	<u>ISCF</u>	<u>Dist. Const.</u>
Gazette Ranks	03	-	-
Inspectors	04	01	-
Sergeants	10	02	-
Corporals	23	05	-
Constables	44	18	2
Unidentified	60		

Complaints – Geographic & Non-Geographic Areas

120 complaints were made against members in geographic divisions while 29 were made against members in non-geographic areas. A total of 30 complaints relate to members whose identify or divisions were unknown (unidentified by complainants).

Significantly, Hanover and Portland featured as the only two divisions among the 19 geographic divisions in the JCF against which no complaints were filed.

St. Andrew North and St. Catherine South divisions ranked highest among geographic divisions with 13 complaints respectively. Manchester topped the rural divisions with seven.

Despite an urban/rural distribution ration of 8:10 among divisions, the eight urban divisions in Kingston, St Andrew and St. Catherine accounted for 51.6% of complaints with the ten rural divisions accounting for 23%.

The breakdown per division is as follows:

St. Andrew North	13
Kingston Western	8
Manchester	7
St. Andrew Central	7
Clarendon	3
St. Catherine North	9
St. Catherine South	13
St. Andrew South	6
Kingston Central	5
Kingston East	1
St. Mary	5
Westmoreland	1
Portland	-
St. Thomas	2
Hanover	-
St. Elizabeth	2
St. Ann	5
Area 2 HQ	1
St. James	1
Trelawny	1
Unidentified	30

Twenty-nine complaints were made against personnel in eleven non-geographic areas. Harman Barracks accounted for 16 or 55.17% of these complaints followed by Highway Patrol with three or 10.34%.

Complaints against ISCF Members

No complaint was made against members of the gazette rank and only one against the Inspector. The Special Corporals and Special Constables accounted for **88%** of complaints against members of the ISCF.

An analysis of the data for calendar years 2004 and 2005 revealed that only two complaints were made against the gazette ranks, while none was made against the rank of Special Inspector. The analysis indicates that Special Corporals and Special Constables accounted for 80% of complaints for the two year period.

Offences emanating from the complaints

19 offences emanated from complaints: Six for Discreditable Conduct and 13 for Assault Occasioning Actual Bodily Harm. These two offences have emerged as the leading categories since 2004, where a total of 61 offences were investigated with Discreditable Conduct amounting to 25 and Assault Occasioning Actual Bodily Harm accounted for 18; in 2005, 25 and 37 respectively of the 71 offences investigated.

Offences/Breaches

Members were held accountable for 160 offences arising from the complaints investigated. These have been categorized into 13 offences/breaches and include breaches of the criminal law as well as departmental regulations and policies. Injuries from assaults amounted to 38%, discreditable conduct 25.62% and unprofessional conduct accounted for 11.8%.

The categories of breaches/offences are as under:

Discreditable Conduct	41
Assault Injury	61
Assault Non-Injury	17
Unprofessional Conduct	19
Threat	03
Non-Action	04
Malicious Destruction of Property	01
Unlawful Wounding	04
Larceny	04
Tardiness	01

Indebtedness	01
Harassment	01
Abuse of Power	01
Unidentified	02

Disposal of Complaints

During the period, 68 case files were completed and 23 rulings were received from the Director of Public Prosecutions (DPP) for criminal proceedings.

SECOND QUARTER April 1 to June 30, 2006

Breaches/Offences

187 complaints were filed which resulted in 199 offences/breaches being investigated. Discreditable conduct amounted to 72 or 36% and injury from Assault accounting for 56 or 28%. Non-action accounted for 15 reports and Assault in which no injury occurred amounted to 28.

Discreditable Conduct	72
Assault Injury	56
Assault Non-Injury	28
Non-Action	15
Threat	09
Malicious Destruction of Property	06
Harassment	04
Larceny	04
Negligence	01
Wrongful Arrest	01
Unlawful Detention	01
Indebtedness	02

COMPLAINTS PER RANK STRUCTURE

Of the 199 offences for which members were implicated, 101 were against JCF; 33 against the ISCF; 13 against District Constables; and 52 unidentified. In the JCF the rank of Inspector had the lowest number of offences (two), while the Constables accounted for over 50% of breaches. Of note, three offences were filed against gazette officers.

	<u>JCF</u>	<u>ISCF</u>	<u>Dist. Const.</u>
Gazette Ranks	3	1	-
Inspectors	2	-	-
Sergeants	19	8	-
Corporals	26	2	-
Constables	51	22	13
Unidentified	52		

In the ISCF no breach was recorded against the rank of Inspectors while there was one against the Officer rank. Interestingly, the rank of Sergeant had the second highest number of breaches, eight, with the rank of Constables topping the list with 22.

Complaints – Geographic & Non-Geographic Areas

St. Andrew North, Kingston Western and St. Andrew South Divisions each had ten complaints reported against them. The St. Catherine North Division with 13 complaints topped the geographic divisions for the period. Most noticeable among the rural divisions was St. Ann with 9 complaints. While 141 complaints were made against police in geographic divisions; 46 were made against personnel in non-geographic areas. Of this 46, 28 were made against personnel at Harman Barracks, four against personnel from SACT and three against members from Flying Squad. Area 4 accounted for 42 or 30% of complaints, followed by Area 5 with 32 or 22.8%.

St. Andrew North	10
Kingston Western	10

Manchester	04
St. Andrew Central	08
Clarendon	02
St. Catherine North	13
St. Catherine South	07
St. Andrew South	10
Kingston Central	06
Kingston East	08
Westmoreland	02
Portland	05
St. Thomas	02
St. Elizabeth	03
St. Ann	09
Trelawny	01
St. James	03
Area 4 HQ	02
Unidentified	36

Disposal of Complaints

45 files were completed for the quarter. Three files were placed before the Courts. Six rulings received from the Director of Public Prosecution (DPP) for criminal prosecution. 40 files received from the Commissioner of Police for closure.

Files from Commissioner	40
Withdrawn	03
Without Merit	02
Not Substantiated	02
Lack of Evidence	01
Redress through Courts	01
Officer Cautioned	01
Files before Court	03

DPP Ruling (Criminal) 06

There is a 25.5% increase in total complaints and a 24.37% increase in offences over the first quarter. However, complaints against the JCF members increased by 20.3% and ISCF by 26.92%. Most significant however, is the increase against District Constables which moved from two in the first quarter to 13 in this period.

Area 4 with 42 complaints surpassed Area 5 with 32. This is a reversal of the positions in the first quarter where Area 5 emerged with 37 or 30.83% and Area 4 with 27 or 22.5% complaints. Significantly, Harman Barracks continue to lead in the non-geographic category moving from 16 complaints in the first quarter to 28 in the second.

3. THE BUREAU OF SPECIAL INVESTIGATION

January 1 – December 31, 2005

For this period a total of 518 incidents of shooting were investigated by the Bureau. 169 were fatal, 109 involved injuries and 240 involved the discharge of firearms. 204 investigations were completed for the year. Of this total only 14 were committed in 2005, and the rest were cases from previous years.

Fatal Shooting	169
Shooting Injury	109
Discharge of Firearm	240

154 files were submitted to the Director of Public Prosecutions for ruling. 166 rulings received with 11 for criminal proceedings, 12 for departmental action, 61 recommended for Coroner's Inquest and 84 in which no criminal action was recommended.

Files sent to DPP	154
Rulings	166
Criminal	11
Departmental	12

Coroner	61
No Action	84

50 files were sent to the Commissioner of Police for review, while two special investigations were ordered by the Commissioner.

Divisions Featuring in Arrest

A total of 18 police personnel were arrested. 8 were arrested in the first half of the year with six in the first quarter and two in the second quarter. These arrests stemmed from 12 cases which were placed before the Courts. 9 cases have been postponed, while three cases were tried which resulted in the acquittal of 7 persons. Of the 18 persons arrested, 15 are members of the JCF, ISCF-2, and one District Constable. Two females are among the JCF members arrested.

	JCF	ISCF	Dist. Const.
Gazette Rank	-	-	-
Inspectors	-	-	-
Sergeants	1	-	-
Corporals	2	-	-
Constables	12	2	1

11 police formations featured in arrests – comprising 9 geographic and 2 non-geographic divisions. St. James Division accounted for the highest number of personnel arrested (5), followed by St. Catherine South with four. Murder and Wounding with Intent each accounted for eight, of the ten offences which arose from investigations.

St. Catherine South	04
St. Andrew South	01
St. Mary	01
Kingston Western	01
St. Elizabeth	01

Westmoreland	01
CIB Operations	01
Manchester	01
St. James	05
St. Andrew Central	01
Harman Barracks	01

BSI investigates an average of 40 incidents per month and at the end of 2005 had a cumulative case load of 1261.

January 1 – March 31, 2006

A total of 54 files were submitted to the Director of Public Prosecutions for ruling. Of this figure 22 were returned with ruling for Coroner's Inquest, four for criminal action, five departmental action, and 23 in which No Action was recommended.

Files sent to DPP	54
Rulings	54
Criminal	04
Departmental	05
No Action	23
Coroners	22

Personnel Arrested

One male Constable of the St. Andrew South Division was arrested and charged with breaches of the Offence against the Person Act.

Offences Investigated

The Bureau investigated a total of 133 incidents of shooting. 41 of these shootings were fatal, a further 38 involved injuries, and 54 cases involved the discharge of firearms.

Fatal Shooting	41
Shooting Injury	38

Discharge of Firearm 54
133

SECOND QUARTER
April 1 to June 30, 2006

Divisions Featuring in Arrest

Three geographic divisions accounted for the seven persons arrested for the quarter – St. Andrew Central, St. Elizabeth and Clarendon. Six of these were Constables of the JCF inclusive of one (1) female, and one (1) District Constable.

	<u>JCF</u>	<u>ISCF</u>	<u>Dist. Const.</u>
Gazette Rank	-	-	-
Inspectors	-	-	-
Sergeants	-	-	-
Corporals	-	-	-
Constables	6	-	1

Four persons were charged with Murder and three with Wounding with Intent. Four cases were placed before the Court, which have all been postponed.

<u>Rank</u>	<u>Division</u>	<u>Offence</u>
W/Constable	St. Andrew 'C'	Wounding with Intent
Constable	Clarendon	Murder
Dist. Constable	Clarendon	Murder
Constable	Clarendon	Murder
Constable	Clarendon	Murder
Constable	St. Elizabeth	Wounding with Intent
Constable	St. Elizabeth	Wounding with Intent

58 files were sent to the DPP for ruling. 69 rulings received, with nine for criminal proceedings, five for departmental action, 27 recommended for Coroner's Inquest and 28 in which no action was recommended.

Files Sent to DPP	58
Rulings	69
Criminal	9
Departmental	5
Coroners	28
No Action	27

119 incidents of shootings were investigated by the BSI. 49 were categorized as Fatal Shootings, 27 as injuries resulting from shooting, and 43 for discharge of firearm.

Fatal Shooting	49
Shooting Injury	27
Discharge of Firearm	43

A comparison with the first quarter indicates a decrease of 14 or 10.5% in shooting. While there was a noticeable decline in the number of injuries relating to shooting, 11 or 28.9%, and the discharge of firearm 11 or 20 %, there was an increase of seven or 16.66% in fatal shooting.

The 97 incidents of Discharge of Firearm for the first half of 2006 reveals a 6.73% decline over the similar period in 2005. The data also indicate a 26.76% increase in fatal shootings and a 38.29% rise in injuries sustained from shootings for the first half of this year, when compared with the corresponding period for 2005.

3 JCF 2005-2008 STRATEGIC OBJECTIVES

January- June 2006

In keeping with the strategic objectives outlined in the JCF (2005-2008) Corporate Strategy, the PSB conducted and organized a number of seminars focusing on the three main areas of priority: providing a citizen- focused service, tackling key operational issues, and making best use of staff and other resources. These seminars were held at the PSB, Area and Divisional levels and covered both geographic and non-geographic formations.

Specifically, the sensitization seminars focused on the corporate and anti-corruption strategies and the role and functions of the PSB. Those on divisional primacy were geared towards the management teams of the various police formations. Their autonomy and accountability in optimizing staff and other resources to achieve agreed measurable performance targets were highlighted.

Additionally, an ongoing education campaign utilizing the electronic media has been launched since December 2005 as part of our efforts aimed at communicating and sensitizing the public to our anti-corruption drive.

Outlined below is the data relating to the types of seminars, number of participants and the number of sessions per seminar for the period under review.

Providing a Citizen-Focused Service

<u>Type of Seminar</u>	<u>No. of Participants</u>	<u>No. of Sessions(days)</u>
Corporate Strategy & PSB Sensitization	600	19
Customer Service & Ethics	500	20
Public Education Campaign	[Utilizing electronic media in anti-corruption Campaign since December, 2005.]	

Tackling Key Operational Issues

<u>Type of Seminar</u>	<u>No. of Participants</u>	<u>No. of Sessions(days)</u>
Intelligence-led Policing	30	01
Missing Person Investigation Policy	218	05
Community Based Policing	350	10
Crime Prevention	218	02
Community Safety	100	05
Safe School Programme	60	05

Making Best Use of Staff & Other Resources

<u>Type of Seminar</u>	<u>No. of Participants</u>	<u>No. of Sessions(days)</u>
Divisional Primacy	207	07
Financial & asset Management	100	04
Use of Fuel Debt Card	342	18
Information Technology (Specialist)	05	01
Team Building	100	6
Crime and Intelligence Analysis	45	15
Firearm retraining		

The PSB also completed:

- a general audit on the St .Andrew South Division for which the report has been completed and circulated
- Fuel debit card audit in St. Catherine South and Detention Courts and commenced one for Narcotics Division
- draft JCF staff distribution document that is being analyzed for finalization
- two feasibility studies for the Negril and Farm Heights Police Station
- the review document of the JCF Disciplinary Process which is circulated for discussion to ensure ratification
- focus group research with six different rank into the use of force by members; the data collected is currently being analyzed

We have also commenced an audit the traffic ticketing system.

In addition there are 175 persons of the Branch who are exposed to ongoing coaching and mentoring.

CHALLENGES:

Critical Investment needs of the PSB

Although the PSB has an overall budgetary estimate of \$110m to effectively fulfill its mandate the following are seen as critical areas of investment needs:

Activities	Cost
Implementation of a robust communication strategy.	\$22,000,000
Development of the Intelligence capacity of the Branch through training and the procurement of surveillance equipment.	\$34,132,140
Increase mobility of the Branch through the procurement of high profile motor vehicles	\$20,500,000
Implementation of new operational procedures i.e. training, source management	\$16,000,000
TOTAL	\$92,632,140

Justification

The investment in the Professional Standards is to facilitate the goal of "***Developing the JCF for the 21st Century.***" The Branch is the driving force behind the Reform and Modernization Programme and therefore needs capacity and capability to enhance professionalism in the JCF by eradicating misconduct, poor performance, corruption and other inept behaviors within the organization, thus improving the quality of service we offer the people of Jamaica and other stakeholders.

- A Robust and sustained anti-corruption campaign is needed to help break the cycle of collusion between citizens and police that facilitates and cover up acts of misconduct and corruption
- Corruption is a secretive crime that requires long-term and assiduous intelligence and evidence gathering capabilities to ensure effective prosecution/ dismissal of deviant members
- Mobility is paramount as investigators travel cross country daily and require vehicles that do not fit with usual fleet stock of the Force; use of these vehicles have compromised a number of investigations and have proven to be detrimental to investigations, intelligence work and arrests.

CONCLUSION

The PSB continues to face challenges surrounding resources, especially those that affect mobility and surveillance capability.

Staff motivation continues to be high in the Branch with persons willingly undertaking their tasks. The ongoing training interventions have proven beneficial as evident in improved performance and output.

There is increased confidence on the part of police and citizens in making reports to the Branch and we want to maintain this level of support by demonstrating our ability to action reports and intelligence.

Through the Reform efforts, funded by DFID, the Branch continues to work with JCF stakeholders in the implementation of key initiatives outlined in the Corporate and Anti-Corruption Strategies.

