Jamaica Constabulary Force

Corporate Plan

2015 - 2018
The Jamaica Constabulary Force’s (JCF’s) 2015 – 2018 Corporate Plan, is an important tool that sets the strategic agenda for the organization and steers it towards accomplishing its objectives. This is the fourth such plan for the organization, which began to use this tool in 1998 when it produced its first Corporate Plan. While the 1998 vision and mission of the JCF remain, in response to environmental developments, there has been an evolution in its strategic priorities and objectives.

This plan is constructed on the basis of sound diagnosis of the organization and its environment. It also applies knowledge gained from experiences with the implementation of recommended strategies, and their results. The organization continues to reassess itself and tries to develop the capacity to effectively perform its responsibilities of law enforcement and crime prevention in a challenging and dynamic environment. It is against this background that the 2015 - 2018 Corporate Plan was developed in alignment with the vision of the National Security Policy 2012, as a roadmap for the way forward.

Over the next three years the organization is committed to the full implementation of the following six strategic priorities:

1. Prevention and reduction of serious, violent and organized crimes
2. Improvement of public safety, confidence and trust
3. Strengthen the performance and accountability framework
4. Enhance respect for human rights and human dignity
5. Enhance the professionalism and morale of members
6. Modernization through technology

Critical to the successful pursuit of these Strategic Priorities are the key initiatives and strategies that will be implemented for improved performance and capabilities in crime prevention, administration, operations, and communications.

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1 The vision of Jamaica’s 2012 National Security Policy is to protect the people of Jamaica and ensure their peace, safety and freedom, so that together we can build a prosperous and progressive society, founded on justice, democracy, human rights and respect for human dignity.
VISION STATEMENT

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

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 services 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.”

CORE VALUES

- Our members are our most important resource
- Continuous learning and improving: our building blocks
- Respect for law at all times
- Respect and equitable treatment for all individuals
- Honesty and integrity are our watch words
- Policing in genuine partnership with our communities
- A commitment to the development needs of the Jamaican society
- Transparency and accountability: a way of life for professionals
- Leadership that models professionalism-
- The good name and reputation of the Force: building ‘Brand JCF’
MESSAGE FROM THE MINISTER OF NATIONAL SECURITY

Hon. Peter Bunting
Minister of National Security

The Jamaica Constabulary Force (JCF) has made major strides over the years in responding to the changing and challenging environment in which. These strides are evidence of a sound strategic approach to its mission, of protecting the citizens of Jamaica and promoting lawfulness.

This latest strategic plan, which covers the period 2015 to 2018, is the result of careful analysis and planning on the part of the JCF. It clearly identifies the strategic priorities that will guide the deployment of the resources and energies of the police, over the next three years.

These priorities and their associated strategic objectives will enhance the ability of the leadership of the Force to provide clear direction and support to the dedicated men and women of the JCF, in their efforts to keep Jamaica safe.

The plan provides a useful review of the JCF’s performance over the previous three-year period, and outlines the progress made, against the objectives that had been established. Notwithstanding, the main focus of this plan is on the way forward.

The way forward as presented will require great effort and the commitment of all the members of the JCF. Producing a strategic plan is a necessary and commendable effort; however, it is in the implementation that its true value will be determined.

I have no doubt that the diligence and professionalism that is evident in this plan will be aptly demonstrated in its implementation, and that all of us as Jamaicans, will benefit from its success. The JCF can be assured of the full support of the Ministry of National Security as it seeks to implement the 2015 - 2018 Corporate Plan, working together to reinforce a culture of lawfulness in Jamaica.
Having existed for almost fifteen decades, the JCF has become a part of the nation’s history which is filled with major events and significant milestones that have shaped our lives. The challenges posed by globalization, changes in the nature of crimes, expectations of the public, and emerging technologies create a fluid policing environment. While technology has made life easier, it has created a whole new landscape of criminal behaviour. The nature of policing has morphed into what many may refer to as ‘complex policing’. As such, the JCF continues to transform in order to improve service and maintain relevance.

While we have seen much improvement in our service delivery and outcome of our crime fighting strategies and initiatives, as the premier law enforcement organization in the country, it is incumbent on us to continue to be innovative, creative and professional in our pursuit of excellence. As we look to the future and embark on the implementation of another three-year Corporate Plan, I urge all civic-minded persons within the country and diaspora to partner with us, as our success as a nation to a large extent, hinges on our ability to make our country a safe place to conduct business, raise families and recreate.

The 2015 - 2018 Corporate Plan builds on existing crime management initiatives that worked. We have also incorporated those aspects of the National Security Policy that fall within the domain of the JCF. While much focus will be placed on intelligence, investigation and operation, equally, emphasis will be placed on trust, respect and professionalism. We will be seeking to strengthen our accountability framework, through strict compliance with policies, regulations and standard operating procedures. In summary, this three-year Corporate Plan identifies new initiatives and approaches for meeting the challenges ahead in improving service delivery. It provides a broad framework of our key priorities which will be operationalized over the next three years, in line with the government’s National Security Policy and its vision for the future.

To this end, we will continue to engage various stakeholders at all levels in our bid to successfully implement this Corporate Plan. We will remain relentless in bringing criminal offenders to justice, restoring public safety and upholding human rights.

As we embark on this three-year journey let us all remain focused and committed, knowing that this plan is our roadmap. Its successful implementation relies heavily on all stakeholders who have an interest in transforming the security landscape of our beloved country. It is important for us to acknowledge that no challenge is insurmountable if we remain committed and dedicated in our mission.

Let us as members of the Jamaica Constabulary Force continue to serve with pride, commitment, professionalism, integrity and respect for all.
The nine strategic priorities outlined in the 2010 – 2014 Corporate Plan, formed the critical pillars for the operations of the JCF, and focused on training, improving morale, optimal resource utilization, effective communication and the restoration of public safety and confidence. A performance review of the 2010 - 2014 Corporate Plan has shown that significant successes were accrued. This was mainly attributed to the commitment of members, the cooperation of citizens, the support of local and international partners, and the strategic leadership of the organization.

The country experienced a consistently downward trend in serious and violent crimes (category one crimes). The data has shown that there was a decline in murders by 33 percent, shootings by 29 percent, and robberies by 16 percent. Rape and aggravated assaults also declined significantly in some years and continued on a downward trajectory.

Much progress was also made in relation to the organization’s transformation and modernization agenda. Approximately 90 percent of the 124 recommendations contained in the JCF 2008 Strategic Review were implemented. This has resulted in significant improvement in our managerial capacity, investigative techniques, and operational efficiency and effectiveness. There were noteworthy improvements to the organization’s human rights record; as indicated in the drastic 54 percent decline in fatal shootings by the police. Additionally, two independent surveys namely Latin American Public Opinion Poll (LAPOP) and the 2012 - 2013 Jamaican National Crime Victimization Survey, revealed that citizens felt a greater sense of safety within their communities and that the relationship with the police has also improved significantly.

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**REVIEW OF 2009-2014 CRIME TRENDS AND DEVELOPMENTS**

At the end of 2009, the murder rate stood at 1,683 (i.e. 62.3 per 100,000), the highest recorded figure for murders in Jamaica to date. However, in 2010, there was a 14 percent reduction (53.8 per 100,000) over the previous year. This downward trend continued to 2011, where there was a 21 percent reduction over 2010. There was a further reduction of 3 percent in 2012 (40.5 per 100,000) over the previous year. However, in 2013, there were 1,200 reported cases of murder, a nine percent increase over 2012 (44.3 per 100,000).

It is recognized that while, tremendous strides have been made in curtailing the murder rate, incremental reductions will not allow the country to realize its desired level of 12.0 per 100,000 of population in the medium term. It therefore means that a serious ‘game changer’ must be found to provide that desired impact on serious and violent crimes.

**SERIOUS AND VIOLENT CRIMES**

Figure 1.1 depicts the crime trends for the past five years. In the fiscal year 2009/2010 murders totaled 1,754 but with the committed efforts of our workforce, and stakeholder support, the country saw a steep decline of 28 percent, a total of 1,259 cases. This trend continued in 2011/2012 totaling 1,170, a 7 percent, decline. A further reduction of 6 percent occurred in 2012/2013. However, a slight increase of 7 percent, or 74 more murders occurred towards the end of the 2013/2014 period.

Gang conflict accounts for approximately 78 percent of all murders and shootings during the period. Information from police intelligence indicates that there were over 250 criminal gangs interspersed across the island with a significant concentration in the parishes of St. James, Clarendon, Westmoreland Kingston and St. Andrew. Figure 1.3 shows the assessment of murders for which gang-related activities accounted for 54 percent over the last five years.

**CLEARED-UP RATES**

There was sustained improvement in the cleared-up rates for serious and violent crimes when compared to previous years. This was mainly attributed to increased use of modern technology in forensics, ballistics, fingerprint science, and.
cyber technology. The combination of improved investigative capabilities and the application of technology have paid rich dividends, which resulted in a 41 percent cleared-up rate for murder; 72 percent for aggravated assault; 41 percent for shooting and just below 50 percent for rape.

ACQUISITORY CRIMES

As illustrated in figures 1.4 and 1.5, all acquisitory crimes recorded a decline for the entire review period. The year 2009/2010 recorded a high of 7,364 acquisitory offences and by the end of the 2013/2014 a reduction of 24 percent or 1,828 less reported cases.

The figures for reported cases of robberies have shown an erratic pattern over the last four years. Robberies stood at 2,906 in 2010/2011; however, by the end of 2013/2014 there was an almost 13 percent decrease over the 2010/2011 figure.

CRIME REDUCTION STRATEGIES 2010 - 2014

During the period, the JCF embarked on numerous operational strategies and tactics in a bid to quell the crime situation. These included the implementation of anti-extortion and gang reduction strategies, actively pursuing a policy of asset denial against criminals and proactively targeting individuals and groups engaged in the trafficking of drugs, guns, ammunition and street-level crimes. A manifestation of the fruition of these initiatives is the quantity of firearms and ammunition seized, depicted in table 1 and figure 1.6, respectively.

<table>
<thead>
<tr>
<th>Type of Weapons</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rifles</td>
<td>33</td>
<td>40</td>
<td>37</td>
<td>21</td>
<td>75</td>
</tr>
<tr>
<td>Sub-Machine Gun (S.M.G.)</td>
<td>23</td>
<td>22</td>
<td>12</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>Shot Gun</td>
<td>17</td>
<td>29</td>
<td>15</td>
<td>17</td>
<td>26</td>
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<tr>
<td>Home Made</td>
<td>69</td>
<td>97</td>
<td>75</td>
<td>53</td>
<td>81</td>
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<tr>
<td>Pistol</td>
<td>365</td>
<td>412</td>
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<td>Revolver</td>
<td>107</td>
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<tr>
<td>Total</td>
<td>614</td>
<td>730</td>
<td>596</td>
<td>497</td>
<td>687</td>
</tr>
</tbody>
</table>

Three thousand one hundred and twenty-four (3,124) assorted illegal firearms were seized during various crime reduction activities conducted by the JCF, during the period under review.

The 2009/2010 period accounts for the seizure of 20,398 rounds of ammunition - the highest find for the period under review. The influx of small arms and ammunition has been a major challenge to law enforcement in Jamaica since the
mid-1970s. Numerous strategies have been employed since then to stop the inflow and seize those already in the island. The main strategy (code named ‘Operation Resilience’), saw the police implementing coordinated 24-hour vehicular check points across all geographic divisions. This strategy was implemented in the third quarter of 2013, and the level of success garnered is in table 1 and figure 1.6.

**LEGISLATIVE SUPPORT**

The 2013 enactment of the Law Reform (Fraudulent Transactions) (Special Provisions) Act 2013 otherwise called the ‘Anti-Lottery Scamming Law’ also helped the JCF to reap tremendous success. Since its passing, all the cases prosecuted under the Act have resulted in convictions. Lottery scamming activities, which provide financial support for criminal gangs and threaten Jamaica’s reputation, was reduced. Another tool that aided law enforcement during the period was the Criminal Justice (Suppression of Criminal Organizations) Bill 2013 (also called the ‘Anti-Gang Bill’) which was enacted in April 2014.

**ROAD SAFETY**

Public safety, especially along the islands main thoroughfares was of utmost importance during the review period; and members focused on curtailing fatalities from traffic collisions. A new web-based Traffic Ticket Management System developed by Fiscal Services Limited for the Ministry of National Security, was implemented in 2010. The system includes automated functions which provided real time reports on outstanding tickets; as well as the ability to match tickets to fines. It has proven to be very effective in providing the police with timely information to validate drivers and their records of traffic infractions. Since its implementation an average of 450,000 traffic tickets have been issued annually. The aim of this robust enforcement drive was to significantly reduce traffic accidents, road fatalities and general indiscipline on the roads.

**Figure 1.7** shows that there has been a drastic decrease in serious collision in 2011/2012 when compared to 2010/2011. However, despite the continuous efforts of the Traffic Headquarters Road Safety Unit to educate citizens and promote the proper use of the roadway, road fatalities remains relatively constant at an average of 258 between 2010/2011 and 2012/2013, and slightly increasing to 288 in 2013/2014.

**TRAFFIC COLLISIONS BY AREA**

For the review period, Area 1 (St. James, Westmoreland, Hanover and Trelawny) showed a consistent decline from 2010/2011 through to 2013/2014. Area 2 (St. Mary, St. Ann
and Portland) recorded a reduction in 2011/2012 which has remained fairly constant since. In the case of Area 3 (Manchester, Clarendon and St. Elizabeth), there was a dramatic decline in 2011/2012. This was sustained over the entire period. Area 4 (Kingston Central, Kingston East, Kingston West, St. Andrew Central and St. Andrew South) accounted for the highest number of collisions, with 2011/2012 recording the most incidents. However, with the continued use of reduction strategies 2012/2013 and 2013/2014 these incidents trended downward. Additionally, Area 5 (St. Andrew North, St. Catherine North, St. Catherine South and St. Thomas) experienced a similar trend as Area 4, with an increase in 2011/2012 and a consistent decline in 2012/2013 and 2013/2014 (see figure 1.8).

Figure 1.8: Traffic collisions by area for 2009 - 2014

Head of the Traffic Division, SSP Calvin Allen addressing a JIS team and members of the public (Source: JIS website)

A member from the Accident Investigation and Reconstruction Unit (AIRU) gathers evidence at this traffic collision scene

A member from Traffic Division issues a motorist a traffic violation ticket. (Source: Glener website)
COUNTRY ISSUES

The main threats to Jamaica’s peace and prosperity continued to be high levels of violent crime and corruption. No other threat to Jamaica has a comparable social and economic impact. A combination of factors contributes to the state of crime in the island; however, the following were identified among the national issues that pose the greatest challenge:

- the proliferation of criminal gangs, and gang activities across the island; which produce high levels of violent crimes and increased complexity of crimes;
- insufficient and ineffective social control mechanism (e.g. urban planning, CCTV)
- deteriorating morals and values within the society, that supports a culture of violence and lawlessness;
- poor economic conditions characterized by low growth, high rates of unemployment, poverty, increasing disparities of wealth, lack of educational opportunities; resulting in the risk of social unrest
- porosity of the island’s borders, leading to the importation of illegal firearms and ammunition, the supply and trans-shipment of illegal narcotics,
- financial frauds, and opportunities for corruption and extortion,
- inefficient justice system, and citizens reluctance to support it;
- the proliferation of informal/unplanned communities across the island;
- perception of police corruption, and low support for law enforcement; and
- high rate of demographic changes and problematic cultural/business practices.

ORGANIZATIONAL ISSUES

The following are identified as internal issues that challenge the organization’s efforts to achieve its objectives, and will be the areas of focus during this planning period:

- the preoccupation with expediency at the expense of strategic focus;
- there is need for structural and infrastructural repairs and maintenance to a significant number of JCF facilities;
- lack of technical competences and technological resources to aid in critical investigative and operational functions;
- ineffective management and training systems to address the poor human rights and customer service record of the organization;
- limited and unpredictable funding for JCF’s plans;
- poor public image and less than adequate understanding of the society;
- unprofessionalism and low productivity of some staff;
- inefficient/archaic administrative and operational systems and processes;
- weak data management, and accountability systems;
- some level of job dissatisfaction among some members;
- poor communication practices (condescending, abusive, discourteous, belittling, dehumanizing and confrontational); and instances of mistreatment of members based on gender or rank.
The JCF constantly evaluates its efforts and initiatives to appropriately respond to the evolving law enforcement and crime prevention demands. In this planning period, there is recognition for changes in approach as well as the continuity of efforts outlined in the way forward as articulated in the 2010-2014 Corporate Plan. Among the changes was the incorporation of the Island Special Constabulary Force (ISCF) into the JCF during the 2014 calendar year. This ‘merger’ aims to improve operational and administrative efficiency, and provide more effective command and control, while realizing significant cost reduction through the rationalization of resources.

To ensure that new and emerging areas of concern in safety and security are adequately covered under the 2015-2018 Corporate Plan, the organizational structure was revised and a new portfolio, Security Services, added to the architecture (see figure 2.1). This new structure of command was employed to delineate and assign overall responsibility and accountability for achieving the stated organizational goals and objectives.

**OVERVIEW OF PORTFOLIOS**

In order to deliver on its priorities and objectives, the JCF is structured along the following portfolio lines: Administration and Support Services; Operations; Crime; Security Services; and Inspectorate of Constabulary. Each portfolio is headed by a Deputy Commissioner of Police, and has its own mandate and objectives which contribute to the attainment of corporate goals. The portfolios are mandated to continuously monitor the implementation and results of their initiatives and strategies employed across all divisions/ formations, to optimize the use of resources for operational efficiency and data collection for sound decision-making.

**ADMINISTRATION PORTFOLIO**

The Administration Portfolio is mandated to develop, implement, monitor and review standards by which members of the organization are expected to abide. It aims to produce organizational efficiency and effectiveness from the strategic to the operational level, through the enforcement of rules and regulations for administrative and operational processes and procedures.

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2 This was informed by Vision 2030 Jamaica National Development Plan and activities under donor supported Security Sector Reform Programmes.
This portfolio has responsibility for the distinct branches/formations of: Administration; Research, Planning and Legal Services; National Police College of Jamaica; Corporate and Special Services; Finance; and Services.

CRIME PORTFOLIO

The Crime Portfolio manages the JCF’s resources and procedures that are dedicated to the investigation of crimes, and has responsibility for the management of criminal intelligence systems within the organization. This portfolio is comprised of Intelligence, the Counter Terrorism and Organized Crime Investigation Branch, Criminal Investigation Branch.

OPERATIONS PORTFOLIO

The Operations Portfolio oversees and coordinates frontline service delivery and operational activities. It has direct responsibility for Operations Branch, Mobile Reserve, Community Safety and Security Branch, areas and geographic divisions.

INSPECTORATE OF CONSTABULARY

The Inspectorate of Constabulary (IOC) is the internal quality assurance arm of the organization which monitors adherence to prescribed standards, and provide sound, impartial advice to the Commissioner of Police. The IOC also serves to provide assistance to units and individuals in order to address the requirements for improving performance. Departments within the IOC are Audit and Inspections, the Bureau of Special Investigations and the Complaints Investigations.

SECURITY SERVICES PORTFOLIO

This portfolio provides strategic oversight and leadership on security services to two critical branches, namely Protective Services Branch (PSB) and Border and Vital Infrastructure Security (BVIS). The PSB is responsible for providing close protection security primarily for state officials and representatives of foreign states/international bodies on official or private visits to Jamaica.
The JCF is conscious of the volatile nature of its policing environment, which oftentimes presents safety and security challenges. However, the organization has developed mitigating strategies and remains committed to its mandate. The strategies to proactively address the drivers of crime, social disorder and the fear of crime are outlined under the six strategic priorities; and will inform the focus of the JCF for the next three years.

**STRATEGIC PRIORITY**

**Prevention and Reduction of Serious, Violent and Organized Crimes**

It is widely acknowledged that among the most critical challenges confronting the society is the issue of crime and violence which negatively impacts local and foreign direct investments. In the pursuit of a secure, cohesive and just society, we will continue to work in accordance with the National Security Policy to further prevent and reduce serious, violent and organized crimes.

**STRATEGIC OBJECTIVES**

- Reduction of murder and other violent crimes
- Enhance mobility and responsiveness
- Expansion of intelligence architecture & investigative capabilities
- Improve the security of border and vital infrastructure
- Increase community/stakeholder participation in crime prevention
- Improve clear-up and conviction rates
- Reduce criminal victimization of children
- Increase the use of technology in criminal investigations and crime prevention
- Improve and increase crime prevention activities

**KEY INITIATIVES/STRATEGIES**

- Optimize the deployment of resources for proactive and responsive effectiveness;
- Expansion and improvement of the intelligence architecture and investigative capabilities;
- Increase our collaboration with local and international partners/stakeholders in the development and implementation of crime reduction strategies;
- Develop multi-level proactive policing/operational plans in keeping with crime pattern analysis;
- Institute Proximity Policing initiatives in high crime communities;
- Improve the security of our borders and territorial waters;
- Heighten the focus on internal and external corruption;
- Proactively target individuals and groups engaged in trans-national or street-level trafficking of illegal drugs, guns and ammunition;
- Increase attention to children at risk, human trafficking and facilitators;
- Enhance witness management and victim care programs;
- Partner with NGOs to develop and implement social interventions in high crime communities and to counter human trafficking;
- Employ strategic communication methods for public education and to elicit public support;

**KEY PERFORMANCE INDICATORS**

- Percentage change in the number of major crimes;
- Cleared-up and conviction rate for all crimes;
• Percentage change in reported crimes against children;
• Percentage change in gang related crimes;
• Level of community/stakeholder involvement in crime prevention;
• Extent to which technology is employed in aspects of crime prevention and investigation;
• Organizational capabilities developed;
• Number of firearms, ammunition and offensive weapons seized.

EXPECTED OUTCOMES
• Safer communities;
• Reduced levels of crime and fear of crime;
• Increased cleared-up and conviction rates;
• Improved crime prevention capabilities;
• Increased economic activities.

STRATEGIC OBJECTIVES
• To develop and maintain public trust, confidence and customer satisfaction;
• To reduce road deaths and improve public safety along main thoroughfares;
• Improved communication with the public;
• Increased stakeholder/community involvement in crime prevention efforts;
• Improvement in the response time to calls for police service

KEY INITIATIVES/STRATEGIES
• Increase police presence in public spaces especially along main thoroughfares;
• Establish mobile/portable police posts in selected policing areas;
• Promote road safety, and strategic traffic enforcement;
• Lobby for better urban planning and security engineering such as improving road surface and street lighting, reducing the number of access points to some communities, stronger security systems for buildings and vehicles, more CCTV cameras, and the replacement of cash by electronic transactions;
• Build public trust and confidence through improved communication, customer service, and effective service delivery;
• Establish partnerships with various stakeholders and Community Based Organizations (CBOs);
• Strengthen relationships with GOs and NGOs with interest in road safety;
• Strengthen the role of compliance officers in all divisions/formations.

KEY PERFORMANCE INDICATORS
• Citizens’ perception of the police;
• Level of citizen satisfaction with police service;
• Number of community crime prevention/watch groups formed;
• Number of road fatalities, collisions and traffic violations recorded;
• Number of citizen complaints;
• Average response time to call for service (urban/rural);
• Number of partnerships established.

EXPECTED OUTCOMES
• Better police citizen relationships;
• Improved image of the JCF;
• Reduction in crime and violence;
• Improved operational capacity and capabilities.

STRATEGIC OBJECTIVES
To develop and maintain public trust, confidence and customer satisfaction; To reduce road deaths and improve public safety along main thoroughfares;
STRICT PRIORITY
Strengthen the Performance and Accountability Framework

The JCF recognizes the need to develop and enhance management systems and processes to facilitate higher levels of performance, transparency, accountability and professionalism for organizational efficiency.

STRICT OBJECTIVES
- Enhance leadership and management in all formations;
- Improve financial management in divisions and other formations;
- Implement credible inventory management systems;
- Enhance JCF’s strategic and operational planning framework;
- Strengthen training programs to be more responsive to the organization’s needs;
- Improve productivity and discipline;
- Promote and institute a systems-focused management;
- Advance accountability systems and processes to improve management efficiency, resource utilization, professionalism and organizational image;
- Improve member satisfaction through the development of appropriate human resource management systems and processes;
- Institutionalization of objective performance evaluation systems;
- Enhancement of human resource competencies.

KEY INIATIVES/STRATEGIES
- Review and reorganize area and divisional command;
- Establish performance measures and accountability system for the strategic, tactical and operational levels;
- Develop a strategic and operational planning framework that fits the government’s Fiscal Planning Cycle and the organization’s realities;
- Reorientate training programs to focus on core policing skills, communication, public interaction, gathering and utilizing intelligence, and on instilling a culture of customer service, competence, professionalism and integrity;
- Continuous assessment of leadership and management in geographic and operational formations to ensure cohesiveness, effectiveness and adherence to organizational requirements;
- Enhance Human Resource Management Systems by conducting manpower audits, career reviews, standardized routine processes and procedures in accounting for personnel;
- Review and enhance performance management processes and measures;
- Integrate the performance appraisal system into the JCF accountability framework;
- Strengthen and enforce the Fleet Management Policy and Guidelines;

KEY PERFORMANCE INDICATORS
- The effectiveness of the JCF’s planning process;
- The efficiency of performance accountability systems;
- The effectiveness and efficiency of resource accountability systems;
- Response time to calls for police service;
- Change in the level of citizens’ satisfaction with police-citizen contact; and
- Number of training modules that incorporates customer service.

EXPECTED OUTCOMES
- A professional, productive and effective workforce;
- Operational efficiency;
- Increased levels of customer satisfaction;

STRICT PRIORITY
Enhance Respect for Human Rights and Human Dignity

In recognition of the inherent rights and dignity of human beings as outlined in various international instruments, the JCF reaffirms its commitment to honour and protect the rights of all persons in Jamaica.

STRICT OBJECTIVES
- Uphold human rights and human dignity;
- Improve protection of persons in police custody;
- Reduce the number of persons in custody for minor offences;
- Refurbish four major lock-ups;
- Reduce crimes against children and child rights abuse;
- Reduce conflicts between police and citizens;
- Continue to develop and implement culture change initiatives;
- Develop a culture of care for humanity.
KEY INITIATIVES/STRATEGIES

- Rehabilitate lock-ups at Denham Town, Spanish Town, Greater Portmore and Gun Court;
- Strengthen partnerships with human rights groups;
- Strict implementation of the Lock-up Administration Policy;
- Strengthen the accountability mechanisms within the Lock-up Administration;
- Implement a closed-circuit TV system in lock-up facilities.

KEY PERFORMANCE INDICATORS

- Number of public injuries/deaths resulting from police use of force;
- Number of complaints received for incivility or breaches of human rights;
- Number of crimes/abuse against children reported;
- Number of training modules that incorporates human rights and human dignity;
- Number of breaches of the Lock-Up Administration Policy identified;
- Number of injuries, deaths, complaints of prisoners in custody;
- Number of police personnel receiving training in human rights, customer service and use of force;
- Number of lock-up facilities with CCTVs.

EXPECTED OUTCOMES

- Increased public support;
- Improved image of the JCF;
- Reduction in litigation costs;
- Reduction in human rights violations.

STRATEGIC PRIORITY

Enhance the Professionalism and Morale of Members

We will continue to place great emphasis on building the morale and professionalism of our members through strategic human resource initiatives.

STRATEGIC OBJECTIVES

- Maximize human capabilities
- Build morale and confidence
- Reduce corruption among members
- Define the roles and functions of all members
- Improve job satisfaction among members
- Improve recruitment and staff development processes and programs
- Improve the working environment of members

KEY INITIATIVES/STRATEGIES

- Continue the transformation of National Police College of Jamaica into an institution of excellence;
- Increase attention to the welfare and wellbeing of members through proactive strategies to reduce vulnerability to corruption, bankruptcy or desperation;
- Implement measures to improve creativity and productivity and rewarding excellence;
- Continue to lobby for minimum standard of physical facilities at all JCF formations;
- Review and re-vamp the JCF Promotional Policy;
- Expand the focus on the total wellness and well-being of our members;
- Continue to train and develop staff;
- Strengthen JCF Anti-Corruption strategies to focus member’s responsibilities to champion integrity;
- Promote a culture of professionalism, ethics and integrity through the effective implementation of policy, procedures and guidelines;

KEY PERFORMANCE INDICATORS

- The extent of implementation of NPCJ's developmental plans;
- Transparency of the promotion system;
- Number of training course modules revised;
- Number of training courses offered;
- Number of members who receive training;
- Number of career reviews conducted;
- Partnerships established with local and international entities;
- Reward and recognition programs established;
- Number of persons enrolled in the mentorship and coaching program;
- Number of sick days/ man-hour loss;
- Level of public trust;
- Number of members indicted for crimes, corruption, unethical or unprofessional behavior;

**EXPECTED OUTCOMES**

- A professional, competent and committed workforce;
- Satisfied and productive staff;
- Improved service quality;
- Improved levels of customer satisfaction.

**STRATEGIC PRIORITY**

Modernization through Technology

The JCF will be applying appropriate technological solutions to improve business systems and processes in order to maximize productivity and improve efficiency.

**EXPECTED OUTCOMES**

- Improved service delivery;
- More technologically competent workforce;
- Modern/automated systems and processes;
- Operational efficiencies.

**KEY INITIATIVES/STRATEGIES**

- Develop ICT Strategic Plan;
- Identify and acquire equipment and systems to enhance JCF's information technological requirements;
- Reorganize and rebrand Police National Computer Centre (PNCC) and Telecommunications Division as Information and Communication Technology Services Division for improved service delivery;
- Exploit internal technology and skills to source and implement up-to-date technology;
- Automate data management and record keeping systems and processes to produce timely and accurate reports on resources and operational output and outcomes;
- Refurbish and modernize the technology and infrastructure at Police Control Centres island wide;
- Establish centralized Private Box Exchange (PBX) telephone system;

**KEY PERFORMANCE INDICATORS**

- Number of police facilities with internet service;
- Number of control centers upgraded and extent of upgrading;
- Timeliness and accuracy of resource reports;
- Turnaround time for reports and returns;
- JCF's technology infrastructure;
- Technologies being utilized in JCF operations;
- The systems and processes enhanced through the use of ICT.

**EXPECTED OUTCOMES**

- Improved service delivery;
- More technologically competent workforce;
- Modern/automated systems and processes;
- Operational efficiencies.
# Projected Expenditure for Capital Items for 2015 - 2018

<table>
<thead>
<tr>
<th>Cost Items</th>
<th>Estimated Cost (J$’000,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention and reduction of serious, violent and organized crimes.</td>
<td></td>
</tr>
<tr>
<td>• Training and staff development activities</td>
<td></td>
</tr>
<tr>
<td>• Acquisition of arms, equipment, vehicles</td>
<td>1,404</td>
</tr>
<tr>
<td>Improvement of public safety, confidence and trust</td>
<td></td>
</tr>
<tr>
<td>• Acquisition and installation of mobile/portable police posts</td>
<td>240</td>
</tr>
<tr>
<td>Strengthen the performance and accountability framework</td>
<td></td>
</tr>
<tr>
<td>• Acquisition of computers and software to implement communications, data and performance management systems</td>
<td>750</td>
</tr>
<tr>
<td>• Acquisition of office furniture and equipment</td>
<td></td>
</tr>
<tr>
<td>Enhance respect for human rights and human dignity</td>
<td></td>
</tr>
<tr>
<td>• Rehabilitation of four major lockup facilities</td>
<td>650</td>
</tr>
<tr>
<td>• Implement CCTV at major lock-us</td>
<td></td>
</tr>
<tr>
<td>Enhance the professionalism and morale of members</td>
<td></td>
</tr>
<tr>
<td>• Building construction and improvements</td>
<td>2,450</td>
</tr>
<tr>
<td>• Acquisition of uniforms and accoutrement</td>
<td></td>
</tr>
<tr>
<td>Modernization through technology</td>
<td></td>
</tr>
<tr>
<td>• Acquire technology for improving business systems (Sardonyx CIMS, Licence Disc Recognition)</td>
<td></td>
</tr>
<tr>
<td>• Install internet service in all JCF facilities locations</td>
<td></td>
</tr>
<tr>
<td>• Retrofit and acquire energy consumption equipment/products</td>
<td>1,500</td>
</tr>
<tr>
<td>• Acquire CCTV for major intersections and commercial districts</td>
<td></td>
</tr>
<tr>
<td>• Implementation of the electronic Station Dairy System</td>
<td></td>
</tr>
<tr>
<td>• Software Maintenance</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,994</strong></td>
</tr>
</tbody>
</table>


Enhance the professionalism and morale of members

Enhance respect for human rights and human dignity

Strengthen the performance and accountability framework

Improvement of public safety, confidence and trust

Prevention and reduction of serious, violent and organized crimes

Modernization through technology
Prepared by:
Research, Planning & Legal Services Branch
First Floor, Office Centre Building
12 Ocean Boulevard
Kingston
Tel.: (876) 967 - 0546