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Vision Statement

FLA enjoys public confidence through consistently superior professionalism, integrity and customer satisfaction.

Mission Statement

Our mission is to provide an environment of transparency and integrity in the regulation of firearms and ammunition used by Jamaican residents. We will do this by having highly trained, professional staff providing high quality service to our individual applicants, Dealers, Range Operators, Trainers, Security Companies and other customers. As a part of the national security infrastructure of Jamaica, we will also ensure that the integrity and completeness of our database of firearms records are maintained at high standards, and will also seek to maintain excellent communication with the other members of the national security infrastructure under the umbrella of the Ministry of National Security.

Strategic Objectives

- To provide a decision for 90% of all new firearm applications within twelve months.
- To process 90% of renewals within twenty five minutes.
- To perform annual audits on:
 - o 100% Security Companies
 - o 100% Dealers, Range Operators, Gunsmiths and Trainers
- To maintain 100% compliance with Ministry of Finance and Planning cash flow and revenue target standards
- To have qualified staff for the post assigned:
 - o 80% of existing staff qualified for the post assigned
 - o 100% of new staff qualified for the post assigned
- To implement Enterprise Software System
- To maintain 100% quality and completeness of FLA databases

CORPORATE PROFILE

“There is hereby established for the purposes of this Act, a body to be known as the Firearm Licensing Authority.” – Firearms Act, Part V, Section 26A. 1

FIREARM LICENSING AUTHORITY'S (FLA) HISTORY

Cabinet Decision 7/04 gave approval for the revision of the policy and procedures relating to the issuing and renewing of the firearm licences, the establishment of the Firearm Licensing Authority for carrying out related functions, the allocation of funds for the acquisition of new technology for the operation of the Authority, and the issuance of the drafting instructions to the Chief Parliamentary Counsel to amend the Firearms Act accordingly.

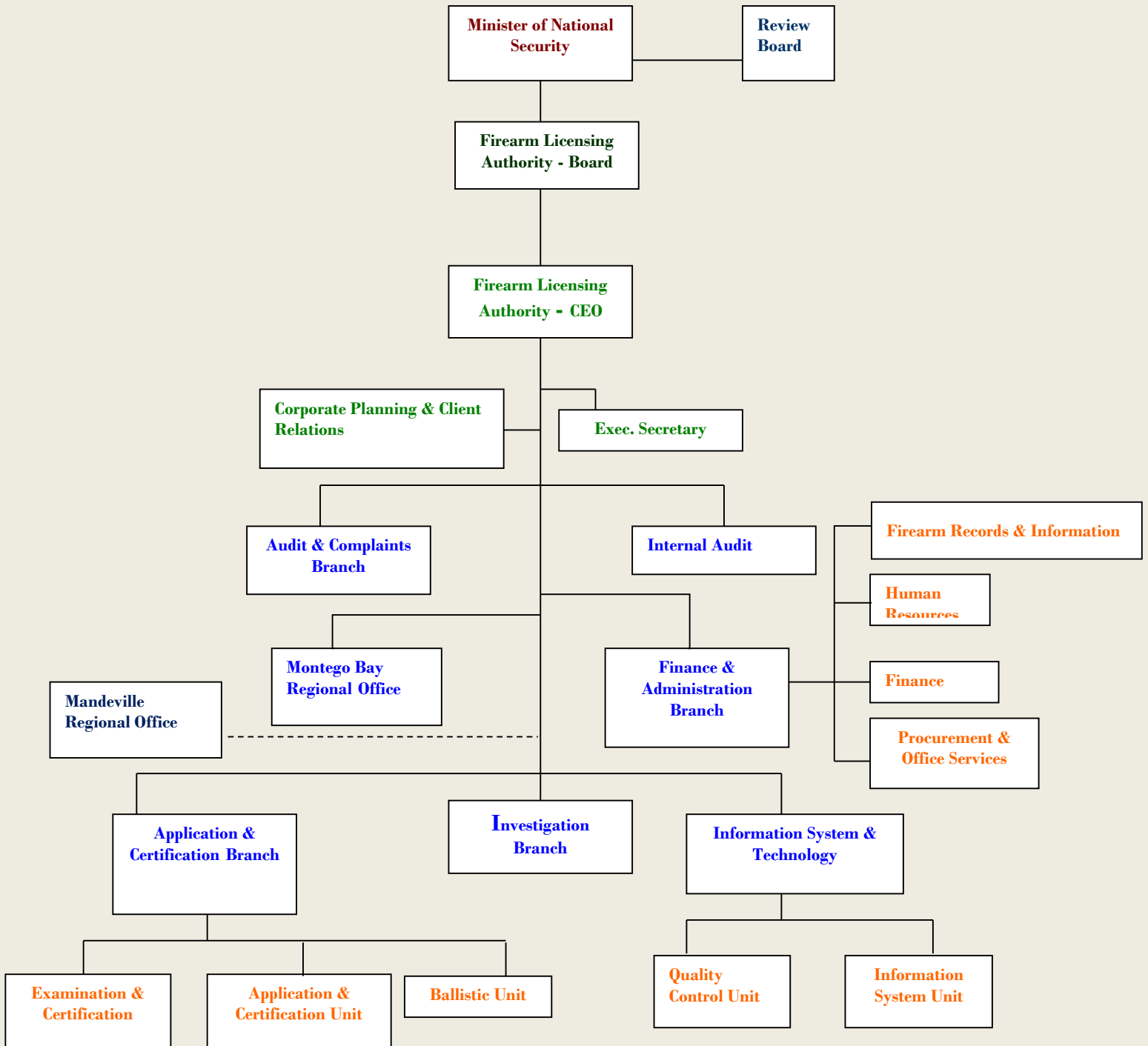
The Firearms Act in its previous form came into being in 1947 (revised 1967) in a vastly different environment than obtains today. Its objective was primarily to control the manufacture, sale, purchase, importation, exportation, transshipment, disposal, possession and use of firearms and ammunition.

Under the Act, individuals were permitted to own and use firearms and ammunition after applications to the Superintendent were approved. Unsuccessful applicants had the right to appeal to the Minister of National Security who would convene a hearing on the matter.

On March 1st, 2006 the Firearm Amendment Act (2005) came into operation, and with it, the establishment of the Firearm Licensing Authority as a statutory organization within the Ministry of National Security.

The main objective of the new policy implemented through the Firearm Licensing Authority, is to improve the transparency in the process of granting firearm licences and the introduction of a regime that will allow for professional, careful and timely procedures to facilitate the application and issuance of firearm licences.

FLA ORGANIZATIONAL STRUCTURE



THE BOARD OF THE AUTHORITY



May 2016– Present

Standing: ACP
(Ret'd) Granville
Gause & Dennis
Meadows, JP -
Dep. Chairman

Seated: June
Spence-Jarrett, JP,
Dennis Wright –
Chairman, and
Justice (Ret'd)
Marva McIntosh

May 2012-April 2016

Standing:
Gilbert Scott, JP -
Dep. Chairman,
Pastor Michael
Harvey, PhD, JP

Seated:
Justice (Ret'd)
Marva McIntosh,
Robert Gregory
CD, JP -
Chairman, SSP



FLA BOARD

The selection of the Board as stated in the Firearms Act is as follows

“The Authority shall consist of the following persons-

- a) A person who has retired from the post of-
 - i. Director of Public Prosecutions; or
 - ii. Senior Civil Servant
- b) A retired Judge of the Court of Appeal or the Supreme Court;
- c) A retired Police Officer not below the rank of Senior Superintendent at the time of retirement;
and
- d) Two other persons who the Minister is satisfied are of high integrity and able to exercise sound judgment in fulfilling their responsibilities under this Act.”

-Firearms Act Third Schedule (Section 26A)

REVIEW BOARD

The selection of the Review Board as stated in the Firearms Act is as follows:

“The Review Board shall consist of-

- a) a person who has served in the post of-
 - (i) Director of Public Prosecutions or:
 - (ii) A Senior member of staff of the Office of the Director of Public Prosecutions;
- b) a person who has served as a Judge of the Court of Appeal or the Supreme Court;
- c) a person who served as an Officer of the Jamaica Constabulary Force not below the rank of Superintendent.”

-Firearms Act Fourth Schedule (Section 37A)

REVIEW BOARD

Current Board: May 2016-Present



Caroline Hay, (Ret'd Senior DPP), Hon. Justice (Ret'd) Seymour Panton, Kelso Small (Retired Supt. JCF)

Past Board: May 2012-April 2016



Harrison CD



Mr. Clarence Taylor, JP (Ret'd ACP)



MESSAGE FROM FORMER CHAIRMAN OF FLA BOARD

The Firearm Licensing Authority during the 2015-2016 period of review, driven by its quest for continuous improvement in its operations, implemented some changes which served to increase the efficiency and effectiveness of the Authority. These operational improvements, built on the FLA Staff's exemplary creativity and dedication, had earlier in the year, enabled the Authority to win two awards in the Public Sector Customer Service Competition in October 2015; the first award was the Cabinet Secretary's trophy and \$200,000 cash prize for '**Most Improved Customer Service Entity**' and the second was as first runner up for the "**Best Customer Service Entity Single Location**". The above mentioned changes implemented in January 2016 were to instill the Safe Use and Handling Assessment policy, which formally became a part of the annual renewal process, requiring all licence holders to be assessed and re-certified every three years. In addition, there were amendments to the Firearms Act, whereby all application and other service fees collected by the FLA are immediately process as revenue. Additionally, all firearms held in storage at the request of licence holders by the FLA, started to accrue a storage fee effective February 2016.

The Authority continues to improve its auditing procedures by conducting bi-annual, annual as well as random audits of firearm dealers, range operators, gunsmiths, trainers and security companies. The Authority recognizes this process as absolutely critical to ensure the integrity of the agreed safety and security procedures entered into with these entities, as well as to ensure that whenever there are instances of reported and or suspected breaches of the agreement, these are promptly investigated, and recommendations submitted to the Authority for its decision as to the future status of the affected FLA issued licenses or permits.

The FLA continues to assist the Ministry of National Security by ensuring that its policies and operations remain aligned with those of the Ministry, all aimed at helping to detect and reduce the supply of illicit guns and ammunition into Jamaica and to safeguard the safe and legal use of firearms by all licensed firearm holders in Jamaica.

The Board of the Authority wants to thank the Staff for their dedicated contribution to the continuous improvement in the quality of the services offered by the Authority and the consequent acknowledged satisfaction of its customers, and for being exemplars of what a truly transformed Jamaican Public Service can be.

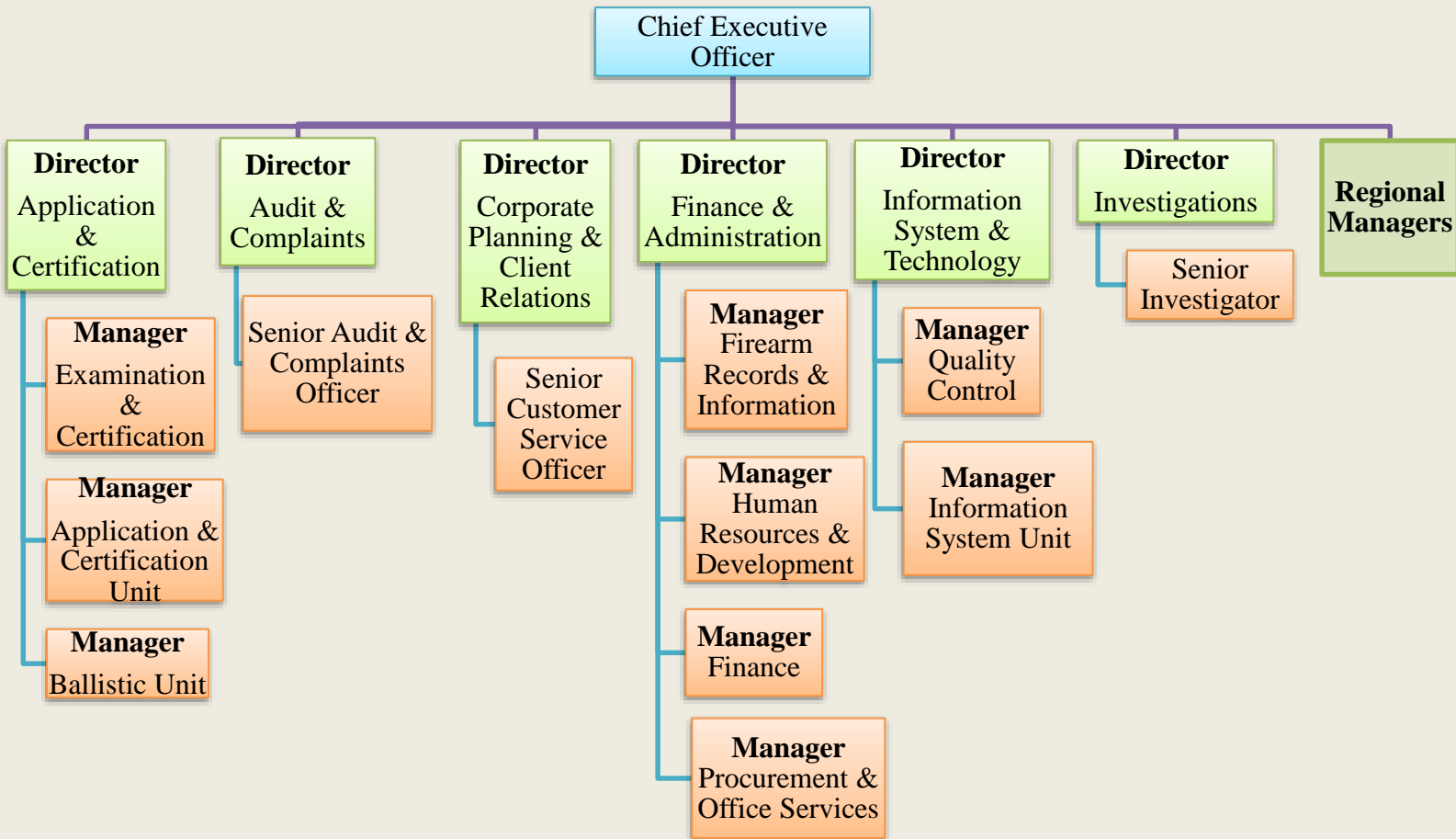
Sincerely

Dennis Wright

Chairman, FLA

FLA'S ORGANIZATIONAL OVERVIEW

In order to effectively execute its mandate, the Firearm Licensing Agency has a cadre of competent and qualified individuals that works cohesively and assiduously. FLA comprises of six (6) branches at the head office namely; General Administration, Finance & Administration, Applications and Certification, Investigations, Information System and Technology, and Audit and Complaints, along with the Regional Offices in Montego Bay and Mandeville. Each department is steered by a Director and is divided by units which are supervised by a set of able and proficient individuals known as Managers.



THE DIRECTORS



Deidre Mullings, Director of Corporate Planning & Client Relations

Venice Brown, Director of Investigations



Verona Lemonious, Director of Information Systems & Technology

Marsha Stephens, Director of Finance & Administration



Letine Allen, Director of Applications & Certification

Michael Dixon, Director of Audit & Complaints



THE MANAGERS & SENIOR OFFICERS



From Left: Richieka Edwards, Rasheeka Holt, Euwayne Grant-McFarlane

Absent: Norville Davy, Luscaine Hibbert, Gregg Gardner, Kadeem Smith, Kimroy Scarlette, Haleem Anderson, Camille Lennox, Camille Lawrence, Kerry-Ann Pearson, Christina Ford, Kemon Wright, Andrew Gordon, Cleveland Crooks, Stacy-Ann Lindsay, Nigel Hart & Milton Reid

MEET THE TEAM MEMBERS

The Firearm Licensing Authority operates daily with a high caliber of staff that creates an effective and reliable team.



This team operates through their respective posts and branches to provide the best service to both internal and external customers whilst being professional and motivated.

THE INVESTIGATION BRANCH



The Investigation Branch has the responsibility to produce comprehensive, quality driven and unbiased reports through the collection of information that is accurate and reliable, while maintaining the highest tenets of integrity and professionalism. This is done in collaboration with the Jamaica Constabulary Force and other external agencies. The aim is to foster the confidence enjoyed and provided by the FLA through transparent, critical, analytical, objective and impartial investigations; while upholding the tenets of the organization. The branch has

undergone several process reviews in a concerted effort to enhance productivity and advance the efficiency of the organization.

Highlights/Achievements:

- For the period of September 2015 to March 2016, the branch has processed three thousand, two hundred and two (3202) new application; 86.7% of these applications were submitted for decision.
- The department processed two hundred and thirty five (235) miscellaneous cases and 82% were submitted for decision.
- The Department was successful in claiming the top prize for the FLA Strategic Planning Competition held at Iberostar Hotel in September 2015.
- Members of the Investigation Team were promoted as Administrative Assistant, Secretary and Investigator.



THE AUDIT & COMPLAINTS BRANCH

The Audit and Complaints Branch is mandated to conduct mandatory and frequent audits of ALL security companies, approved Ranges, Dealers, Trainers and Gunsmiths. The branch also investigates complaints from and against Licensed Firearm Holders.

As part of the audit process the team recommends policy changes to ensure more efficient controls in the discharge of FLA's mandate. Guidance is given to the Security Companies, Approved Range Operators, Dealers and Trainers to increase compliance and adherence to the Firearm's Act and FLA regulations.



THE INFORMATION SYSTEMS & TECHNOLOGY BRANCH

This branch has responsibility for the establishment and maintenance of all electronic records, all software systems, all computer hardware and network systems/devices, communication systems through Internet Protocol (IP) and Private Branch Exchange (PBX) telephone systems and the FLA website. Additionally, with increasing technological advances and the growth and development of the entity the responsibility of the Records and Information Branch is to provide leadership, guidance and support in the area of Information Technology.



THE FINANCE & ADMINISTRATION BRANCH

The Finance & Administration Branch has been persistent in achieving its overall objective throughout the fiscal year 2015/2016 which is the efficient management of the human, financial and physical resources of the Firearm Licensing Authority (FLA). The Branch is responsible for the operations of four (4) units; Finance, Human Resource Management & Development, Procurement & Office Services, and Firearm Records and Information.

In the month of December 2015, the Authority's Organizational Chart was adjusted and many changes were made that resulted in two of our units being renamed, positions renamed and upgraded and the introduction of new posts.

Highlights/Achievements



➤ **The Finance Unit** provides prudent management of the organization's finance to ensure viability of the Authority to meet the fiscal targets set by the Ministry of Finance & the Public Service. Additionally the financial year end of the FLA now coincides with the Central Government. The Unit achieved the following for the period:-

- The accounting system was departmentalized making the decision-making process easier.
- The Investment Portfolio of the FLA now stands at \$320m.
- The Unit consistently meets its external deadlines set by the Ministry of Finance.

- **The Procurement and Office Services Unit** ensures the efficient distribution and use of the Authority's assets. Additionally, the unit provides critical support services, to include transportation and other ancillary services.
 - LED lighting was successfully installed at all locations and this has resulted in decreases in the electricity bill.
 - The successful construction of walk ways replacing the dirt track on the path leading from the Investigation Department to the Main Building, and also between the Finance and Administration Building and the Annex has made staff and customer experience more comfortable.
 - Computerized of the store room

- **The Firearm Records & Information Unit**, formerly known as the Registry, ensures the accurate and timely filing and retrieval of documents for all firearms holders and applicants.
 - The Unit received six (6) permanent staff and this has improved the overall productivity of the unit appreciably.
 - Backlog files decreased has decreased significantly.
 - The Unit assisted all Departments in completing their projects on time by ensuring that files requested were dispatched promptly.

THE APPLICATION & CERTIFICATION BRANCH

The first point of contact for most of the FLA's customers is the Application & Certification branch which is comprised of the following units; Application Processing, Renewals, Firearm Examination and Ballistics. This branch is responsible for the collection and processing of applications. The branch is vital to the first and final stages of the application process which includes conducting interviews, fingerprinting, administering firearm licence competence assessment, renewal and recertification of licences. The renewal section has obtained the organization objective of processing renewal with an average time of thirty (30) minutes.



Highlights/Achievements

- Members of the branch attended several training programmes (Interview Techniques, Work Place Investigation, 3D Leadership, Operational Forensic Ballistics) which will enhance their personal development and service delivery
- The Department has revised and generated procedures that have been ratified and circulated.
- In collaboration with the ISTD, the Department has endeavor to reduce the process of new licences turnaround time from 3-4 weeks to 2-3 weeks. On average, the Department processes the evening sessions for new licences 6-8 weeks per month.

THE GENERAL ADMINISTRATION BRANCH

The Chief Executive Officer and staff of the General Administration branch coordinate the activities of the other five (5) branches and the Regional Office(s), in tandem with the Board of the Authority and the Review Board in executing the functional responsibilities of the FLA as specified in the Firearms Act.



The branch has responsibility for ensuring that the operational plans of each branch are in line with the strategic objectives of the Authority. Additionally, they develop and ensure the effective monitoring & evaluation of each department to ensure that targets are achieved, for the success of the Authority.

Internal Audit Unit: is responsible for the monitoring and evaluation of internal processes to ensure that the integrity and intended purposes of procedures are being maintained. Additionally, this branch provides support to senior management in recommending [as a result of audits] new or amended procedures that will assist in increasing efficiency and mitigating risk.

During the year the Internal Audit Unit completed Audit Inspections in the following areas listed below:

- Verification of Motor Vehicle Documents
- Revenue Collection
- Salaries and Expenditure

MONTEGO BAY - REGIONAL OFFICE

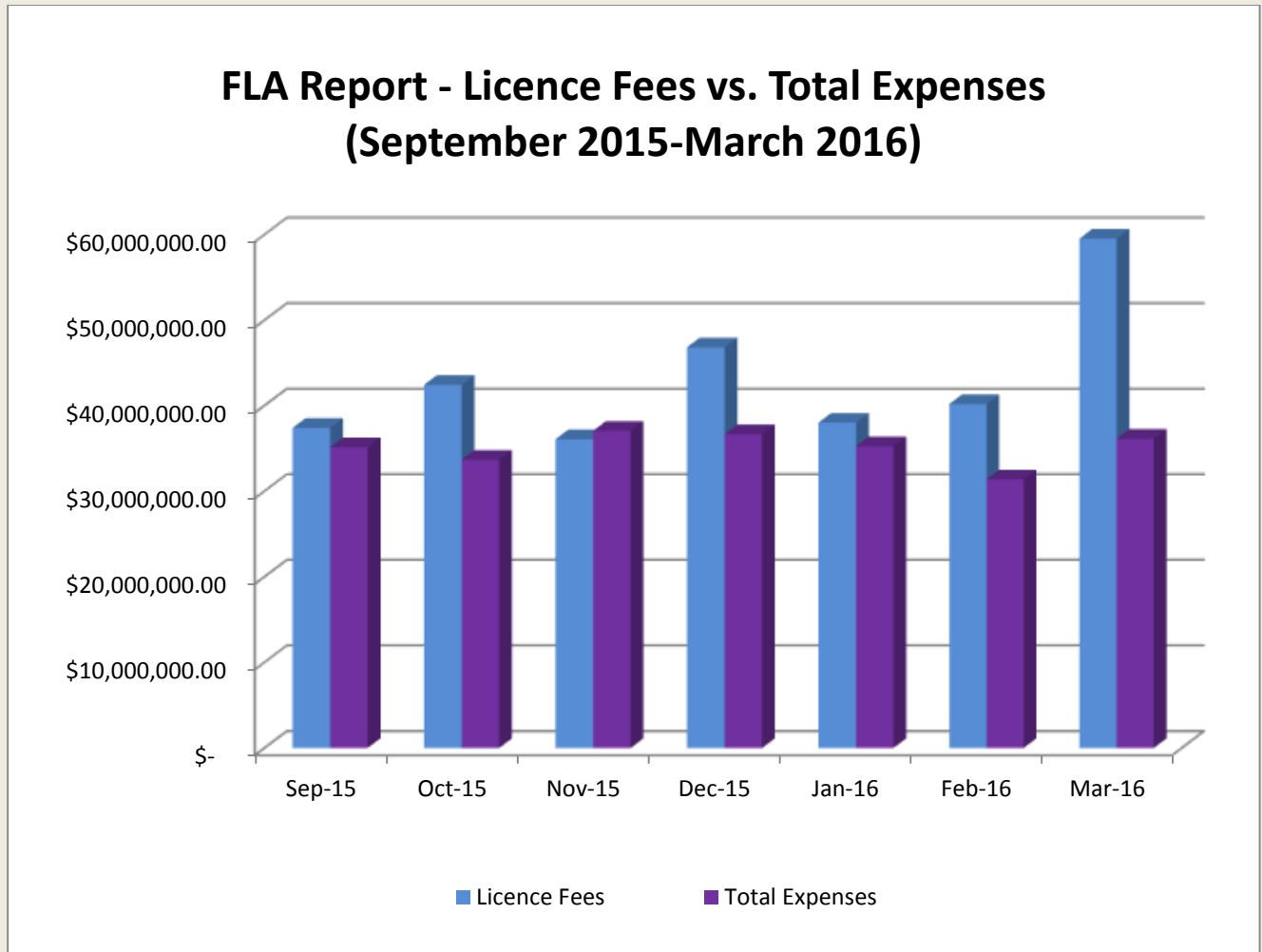
The Regional office was mandated to provide service to the western region with a view of increasing customer satisfaction. The 2015/2016 period marks the fourth year of operation for the regional office in the Western end of the island. The members of staff continues to provide services associated with accepting and investigating applications for firearm licence and permits, renewals of existing licence, conducting the recertification interview of existing licence holder, and overseeing competence assessment for successful applicants.



Highlights/Achievements

- This period has witness an increase in the services provided; one such service is Ballistic Testing. This is so as the office has received a ballistic tank in October 2015.
- The office was able to process 5749 applications, for the period of September 2015-March 2016, of which 5111 were renewals, 801 new applications and 37 recertifications.
- With the increase of applications, approximately 100 cases are assigned each month.

OPERATIONS REVIEW



At the end of the financial year 2015/2016 the Firearm Licensing Authority made a net surplus of One Hundred and Eighteen Million, One Hundred and Nine Thousand and Four Hundred and Seventy Five Dollars (\$118,108,475). The Retained Earnings at the end of the financial year 2015/2016 was Three Hundred and Seventy Five Million, Three Hundred and Thirty One Thousand and Fifty Seven Dollars (\$375,331,057).

CORE SERVICES & REVENUE

Income for the Firearm Licensing Authority was generated from revenue received in respect of services with gazette cost stated below:-

Core Services	Fees (April 2016 – March 2017)
Firearm User's Licence	\$12,000.00
Firearm User's (Employees) Certificate	\$5,000.00 (+\$500.00 per additional firearm)
Firearm User's (Special) Licence	\$12,000.00
Firearm User's (Restricted) Licence	\$6,000.00
Firearm Dealers' Licence	\$200,000.00
Gunsmith Licence	\$25,000.00
Appeal Fee	\$12,000.00

ANNUAL COMPENSATION FOR SENIOR MANAGEMENT

ANNUAL (2015/16) COMPENSATION FOR BOARD OF DIRECTORS & SENIOR EXECUTIVES				
Position	Basic Salary (\$)	Motor Vehicle Allowance/Upkeep (\$)	Gratuity/Performance Incentive (\$)	Total
REVIEW BOARD				
Chairman	700,000.00	-	-	700,000.00
Board Member (2)	583,333.33	-	-	583,333.33
BOARD OF AUTHORITY				
Chairman	682,500.00	272,533.33	-	955,033.33
Deputy Chairman	606,666.66	272,533.33	-	879,199.99
Board Member (3)	531,125.00	272,533.33	-	803,658.33
SENIOR EXECUTIVES				
Chief Executive Officer	4,364,897.07	70,000.00	959,945.62	5,394,842.69
Director-Applications & Certification	1,422,064.98	607,118.00	445,439.00	2,474,621.98
Director-Audit & Complains	1,621,650.62	773,614.20	455,009.07	2,850,273.89
Director-Corporate Planning & Clients Relation	1,190,034.05	396,596.00	-	1,586,630.05
Director-Finance & Administration	1,468,148.42	593,252.00	-	2,061,400.42
Director-Investigations	1,769,467.84	752,122.00	761,362.04	3,282,951.88
Director-Records & Information Systems	1,089,846.84	396,596.00	487,878.47	1,974,321.31

Please note this represents September 2015 – March 2016.

FLA MAJOR ACCOMPLISHMENTS



The data below provides a snapshot of the main outputs of the Firearm Licensing Authority for the period, September 1, 2015 to March 31, 2016.

FIREARM USER'S LICENCE APPLICATIONS RECEIVED, APPROVED & DENIED

Month	Received	Approved	Denied
September 2015	497	287	102
October 2015	520	340	144
November 2015	502	398	85
December 2015	525	645	158
January 2016	537	232	37
February 2016	620	425	93
March 2016	552	349	51
TOTAL	3,753	2,676	670

PUBLIC SECTOR CUSTOMER SERVICE COMPETITION

In October 2015, FLA was awarded

- **FIRST RUNNER UP** in the category of the **Most Creative/Innovative Entity**
- **FIRST POSITION** in the category of the **Most Improved Customer Service Entity**.

The FLA aims to further improve its system for the benefits of its clients and the efficient operation of its staff.

REVIEW OF ORGANIZATIONAL CHART

A review of the organizational chart was submitted and approval was granted in December 2015, members of staff benefitted by receiving upgrades or reclassifications of their positions.

RENEWALS

In the year 2015/2016 the four thousand, one hundred and ninety (4,190) licence holders completed the renewal process.

RECRUITMENT AND SELECTION

The FLA approached the National Youth Service in January 2016 and has been assisting in providing employment and work experience to young person's leaving secondary and tertiary institutions. Based on the availability of permanent positions, the participants have the opportunity to earn permanent employment with the FLA.



SOCIAL HIGHLIGHTS

**HAT & TIE
DAY 2016**



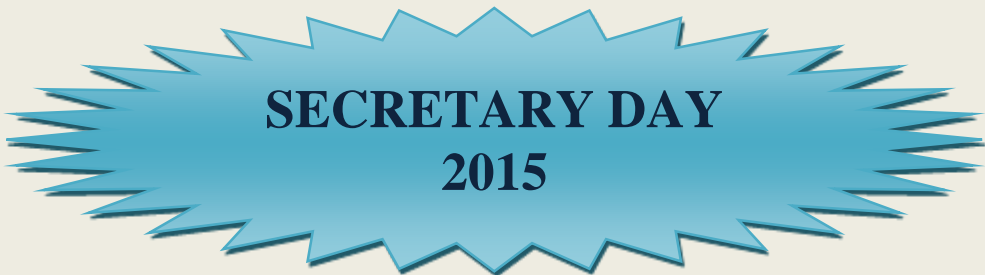


**FLA
STRATEGIC
RETREAT**



CUSTOMER APPRECIATION DAY 2015!!!





**SECRETARY DAY
2015**



FINANCIAL STATEMENTS



FIREARM LICENSING AUTHORITY

FINANCIAL STATEMENTS

MARCH 31, 2016

FIREARM LICENSING AUTHORITY
Financial Statements
Year ended March 31, 2017

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AUDITORS REPORT TO BE INSERTED

