

The purpose of this report is to provide the Houses of Parliament, partners, stakeholders and clients with information on the performance of the Firearm Licensing Authority (FLA) for the 2016/2017 financial year.

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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 what 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

CHAIRMAN'S MESSAGE



Dennis Wright
Chairman of the Board

Driven by the mandate of the Honourable Minister of National Security to further improve the services of the FLA, the year 2016 witnessed a renewed and exuberant Board of the Authority, with dynamic ideas and sound vision. The Board charged with upholding the standards of the organization, had begun to ensure that the FLA maintains the pillars of its mission-professionalism, integrity and customer service, along with transparency and parity. The reputation of the Authority for the unmerited denials and revocations of licences has resonated with the public, thus the Boards new mandate to revisit and examine revocations and denials, with the help of competent staff, in order to better serve customers.

As the FLA continues to travel the path of growth and prosperity, I pause to acknowledge and commend the staff of the Authority, which celebrates 10 years of exceptional service to the people of Jamaica. Throughout the decade, the FLA has steadily progressed through its services of recertification, renewal and new application procedures. This symbolized a period of consistent improvement through trial and error, but with a commitment to personalized customer service and standards despite the many challenges.

Additionally, I would like to recognize our stakeholders; Dealers, Trainers, Gunsmiths, Range Operators, Jamaica Constabulary Force (JCF), Jamaica Defence Force (JDF) and the Security Companies. Their contribution was of immense value in achieving our objectives.

The FLA continues to strive for excellence while we promote firearm safety and responsible conduct through dialogue and enforcement while we fulfill our mission.

CEO'S MESSAGE



Shane A. Dalling, J.P
Chief Executive Officer

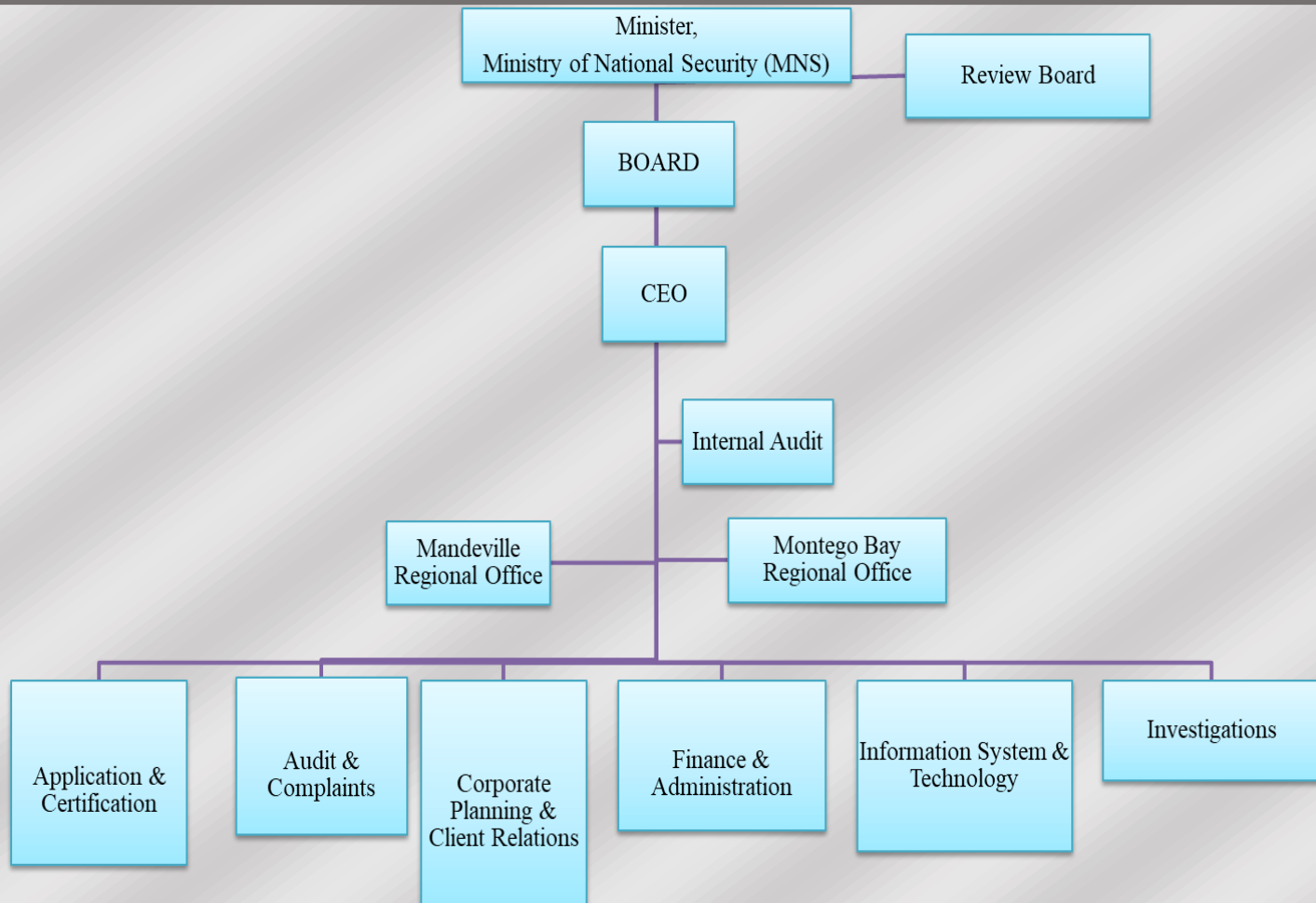
The Firearm Licensing Authority (FLA) has achieved much over the Financial Year 2016/17, the efforts were geared towards strengthening our systems and procedures, and by extension improving areas of accountability and transparency. Though the Authority encountered a myriad of challenges during this period, we continue to remain resilient while evolving as a young organization that was developed in 2006.

The Authority will implement several technologically driven initiatives to enhance its operation and build confidence in our stakeholders through increased consultation, participation and general information sharing, as a part of the national security strategic objective. There has been great development in customer service, enthusiasm and commitment from management and staff which has enriched the quality of the output and image of the Authority.

The financial viability of the organization maintains its strength and is forecast to improve. With improved financials, the Authority will continue to modernize its equipment and technology, in an effort to improve the security of the nation while we continue to support and partner with entities under the ambit of our parent Ministry- Ministry of National Security (MNS). The FLA will continue to work with the MNS by participating in international conferences, and aid in the implementation of treaty obligations for which Jamaica has ratified. These efforts of cooperation will aid in the proficiency and efficiency of stockpile management, greater environmental risk assessment, policies geared towards the prevention and elimination of diversion of firearms and ammunition and increased audits and compliance among the licensed firearm population.

The management and staff of the Authority remain alert, focused and willing to play our part in contributing to national developments within the security infrastructure and will continue to regulate with these purposes in mind.

FLA ORGANIZATIONAL STRUCTURE



In order to effectively execute its mandate, the Firearm Licensing Authority 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 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

REVIEW BOARD

Current Board: May 2016-Present



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

CORPORATE GOVERNANCE

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)

MEMBERS OF STAFF



MEMBERS OF STAFF cont'd



CORE SERVICES & REVENUE

The Gazette Fee Structure under which the FLA generates its revenue in respect of the services provided are as follows:

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

OPERATIONS REVIEW AND MAJOR ACCOMPLISHMENTS

Status of Licences on FLA Database as at March 31, 2017

Breakdown of Licences	As at March 31, 2017
Firearm Employee User Certificate - FEUC	100,801
Firearm Users Business Licence - FULB	4,359
Firearm Users Restricted Licence (fees applicable) - FULM	383
Firearm Users Restricted Licence (no-fees applicable) - FULN	21
Firearm Users Licence Regular - FULR	44,282
Firearm Users Special Permit/Licence - FUSP	609
Users Permit Minors - UPMN	244
TOTAL LICENCES	150,699

FIREARM USER'S LICENCE APPLICATIONS RECEIVED, APPROVED & DENIED

<i>MONTH</i>	RECEIVED	APPROVED	DENIED
<i>April 2016</i>	595	561	64
<i>May 2016</i>	637	244	105
<i>June 2016</i>	685	431	237
<i>July 2016</i>	660	223	5
<i>August 2016</i>	682	313	5
<i>Sept 2016</i>	661	140	2
<i>Oct 2016</i>	570	214	15
<i>Nov 2016</i>	577	132	3
<i>Dec 2016</i>	589	50	8
<i>Jan 2017</i>	480	41	209
<i>Feb 2017</i>	597	279	68
<i>Mar 2017</i>	672	158	34
TOTAL	7,405	2,786	755

Opening of the Mandeville Regional Office

The Mandeville Regional Office, located at Shop G15, 24 Hargreaves Avenue, James Warehouse Plaza, Mandeville, Manchester, opened its doors to the public on August 2, 2016, as part of the Firearm Licensing Authority's expansion of the organization. The office was mandated to provide services to existing and potential customers and stakeholders in the parishes of Manchester, Clarendon and St. Elizabeth, with a view to facilitate increased customer satisfaction. The Regional Office offers all the services offered at the head office in Kingston, except that of ballistic testing.

Operations of the office commenced with a skeletal staff of ten (10), until further assessment was made on the staffing requirements. Continuous training and development by way of mentoring, coaching and on the job training of the team, has been integral to the successful operations of the office.

The team at the Mandeville Regional Office is equipped with the requisite knowledge and skills to provide high quality service to individual applicants, firearm holders and other stakeholders and continues to be guided by the vision and mission statements of the Firearm Licensing Authority.

Statistical highlights for the period under review shows:

- Processing of 502 new Firearm Applications
- Processing of 2,684 licences for Renewals
- Processing of 11 firearm holders for Recertification



Projects undertaken for the period:

PROJECT	UPDATE										
Brasstrax Project	Project commenced August 2015. This involves the uploading of ballistic signatures and submission of data to Forensic Dept. A total of 10,628 ballistic signatures were captured for the period.										
Storeroom Inventory Project	Computerization of store room using the Fixed Asset Management System was 40% complete as at March 31, 2017.										
Late Renewal Project	One hundred and thirty-three (133) late renewal were identified at various stages in its processing. The project is geared towards processing all outstanding late renewal files and was 80% complete as at March 31, 2017										
Upgrade of Connectivity Services and Internet at all FLA locations	<p>FLOW was contacted and were advised of our challenges and did a bandwidth utilization check. Checks revealed that the network bandwidth utilization was at its maximum on a daily basis, and based on their recommendation an upgrade was done as follows:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Location</th> <th>Size</th> </tr> </thead> <tbody> <tr> <td>FLA HQ</td> <td>8MB (Ethernet)</td> </tr> <tr> <td>FLA HQ</td> <td>6MB (Internet)</td> </tr> <tr> <td>Bogue</td> <td>4MB</td> </tr> <tr> <td>Mandeville</td> <td>4MB</td> </tr> </tbody> </table>	Location	Size	FLA HQ	8MB (Ethernet)	FLA HQ	6MB (Internet)	Bogue	4MB	Mandeville	4MB
Location	Size										
FLA HQ	8MB (Ethernet)										
FLA HQ	6MB (Internet)										
Bogue	4MB										
Mandeville	4MB										
Opening of Mandeville Regional Office	Project successfully completed with the Regional Office opening its doors to the public on August 2, 2016										
FLA's Annual Strategic Retreat	The Authority hosted its annual Strategic Retreat at the Bahia Principe during the period September 30 – October 2, 2016. The retreat focuses on the Authority's plans and priority programmes, key performance indicators and targets to be included in the upcoming year's Corporate Plan.										

ANNUAL (2016/17) COMPENSATION FOR BOARD OF DIRECTORS & SENIOR EXECUTIVES

POSITION	BASIC SALARY (\$)	Motor Vehicle Allowance/Upkeep (\$)	Gratuity/Performance Incentive (\$)	Total
REVIEW BOARD				
Hon. Justice (Ret'd) Seymour Panton, Chairman	800,000.00	-	-	800,000.00
Ms. Caroline Hay, (Ret'd Senior DPP)	666,666.64	-	-	666,666.64
SSP (Ret'd) Kelso Small	666,666.64	-	-	666,666.64
BOARD OF THE AUTHORITY				
Mr. Robert Gregory Mr. Dennis Wright Chairman (2)	1,170,000.00	(*) 38,933.33	-	1,208,933.33
Mr. Dennis Meadows, JP Deputy Chairman	1,159,999.92	467,199.96	-	1,627,199.88
ACP (Ret'd) Granville Gause Member	907,166.67	350,399.37	-	1,257,566.64
Justice (Ret'd) Marva McIntosh Member	907,166.67	350,399.37	-	1,257,566.64
Mrs. June Spence-Jarrett Member	907,166.67	350,399.37	-	1,257,566.64
SENIOR EXECUTIVES				
Dr. Kenroy Wedderburn Mr. Lincoln Allen Chief Executive Officer (2)	18,393,333.37	(**)	2,166,666.67 (1)	20,560,000.04
Ms. Letine Allen Director -Application & Certification	3,494,285.04	1,386,941.00	630,711.47	5,511,937.51
Mr. Michael Dixon Director - Audit & Complaint	2,966,273.99	2,147,794.38	706,621.03	5,820,689.40
Ms. Deidre Mullings Director - Corporate Planning & Clients Relation	2,097,527.04	755,165.00	524,381.75	3,377,073.79
Ms. Marsha Stephens Director - Finance & Administration	3,113,652.83	1,326,837.07	1,032,172.34	5,472,662.24
Ms. Venice Brown Director- Investigations	3,082,431.00	1,414,564.00	768,737.36	5,265,732.36
Ms. Verona Lemonius Director - Records & Information Systems	1,940,688.96	850,877.20	476,154.35	3,267,720.51
(*) - Mr. Robert Gregory received travelling allowance for one month (April 2016) during the period. He demitted office thereafter. Mr. Dennis Wright never claimed motor vehicle allowance for the period.				
(**) – Dr. Kenroy Wedderburn was assigned a fully maintained motor vehicle during his tenure and demitted office on October 31, 2016. Mr. Lincoln Allen, while on secondment from the Ministry of National Security, acted in the capacity of CEO from November 2016 and also did not claim motor vehicle allowance for the period.				

2016 AMENDMENTS TO THE FIREARMS ACT

The On February 12, 2016, the Governor General, Sir Patrick Allen, assent the following amendments to the Firearms Act:

✓ **Section 29: To delete subsection 7 which reads:**

“Where the application for a licence or certificate is refused, the applicant may on the presentation of a certificate to that effect from the appropriate authority, obtain from the Collector of Taxes a refund of the duty paid in respect of that application.”

As a result of the above, the Authority is able to recognize all licence fees for new applications that were denied as at February 12, 2016 as revenue. This amendment will allow the Authority to efficiently absorb the cost of processing these applications.

✓ **The Third Schedule: To delete paragraph 12 and substitute it with:**

- (1) *“Subject to subparagraph (3), and for the due administration of the Authority, the Board may, with the prior written approval of the Minister, appoint a Chief Executive Officer of the Authority, at such remuneration and on such terms and conditions as the Board thinks fit.*
- (2) *The Chief Executive officer of the Authority shall be responsible for the day-to-day management of the affairs of the Authority and –*
 - a. *Shall have supervision over and direction of the work and staff of the Authority; and*
 - b. *Subject to sub-paragraph (3), may appoint and employ at such remuneration and on such terms and conditions as he thinks fit, such officers and employees as may be necessary for the efficient operation of the Authority.*
- (3) *Except with the prior written approval of the Minister with responsibility for the Public Service, after consultation with the Minister –*
 - a. *No salary in excess of the prescribed rate shall be assigned to any post; and*
 - b. *No appointment shall be made to any post to which a salary in excess of the prescribed rate is assigned,*
And, for the purposes of this sub-paragraph, the “prescribed rate” shall be eight million dollars or such other rate as the Minister with responsibility for the Public Service, after consultation with the Minister, may prescribe by order.”

The above amendment brings the Authority closer to its own autonomy and gives it a greater advantage in ensuring that the best-fit is employed for the effective management of its operations.

2016 AMENDMENTS TO THE FIREARMS ACT cont'd

✓ **Paragraph 14: To delete sub-paragraph (4) and substitute it with:**

“For the purposes of this paragraph, “financial year” means the period of twelve months ending on the 31st day of March in each year.

(4A). Notwithstanding the provisions of sub-paragraph (4), the period immediately after the financial year ending on the 31st day of August 2015, being seven months from September 1, 2015 to March 31, 2016, shall be treated as the financial year next following.”

In accordance with the above amendment, the Authority is reporting for the first time in history on the period outlined being April 1, 2016 – March 31, 2017.

TRAINING AND DEVELOPMENT

A part of the priority plans of the FLA is to foster the continuous growth and development of staff members through increased knowledge, skills and abilities. The unit responsible for training and development has ensured that staff members were exposed to several training courses, seminars, workshops and conferences throughout the year.

Over the years, this has positively impacted the quality of output and productivity among team members, and as a result, each year will see increased investments in this aspect of our operations.

The areas of focus this year included:

Professional Development Courses

- Supervisory Management
- Effective Report Writing

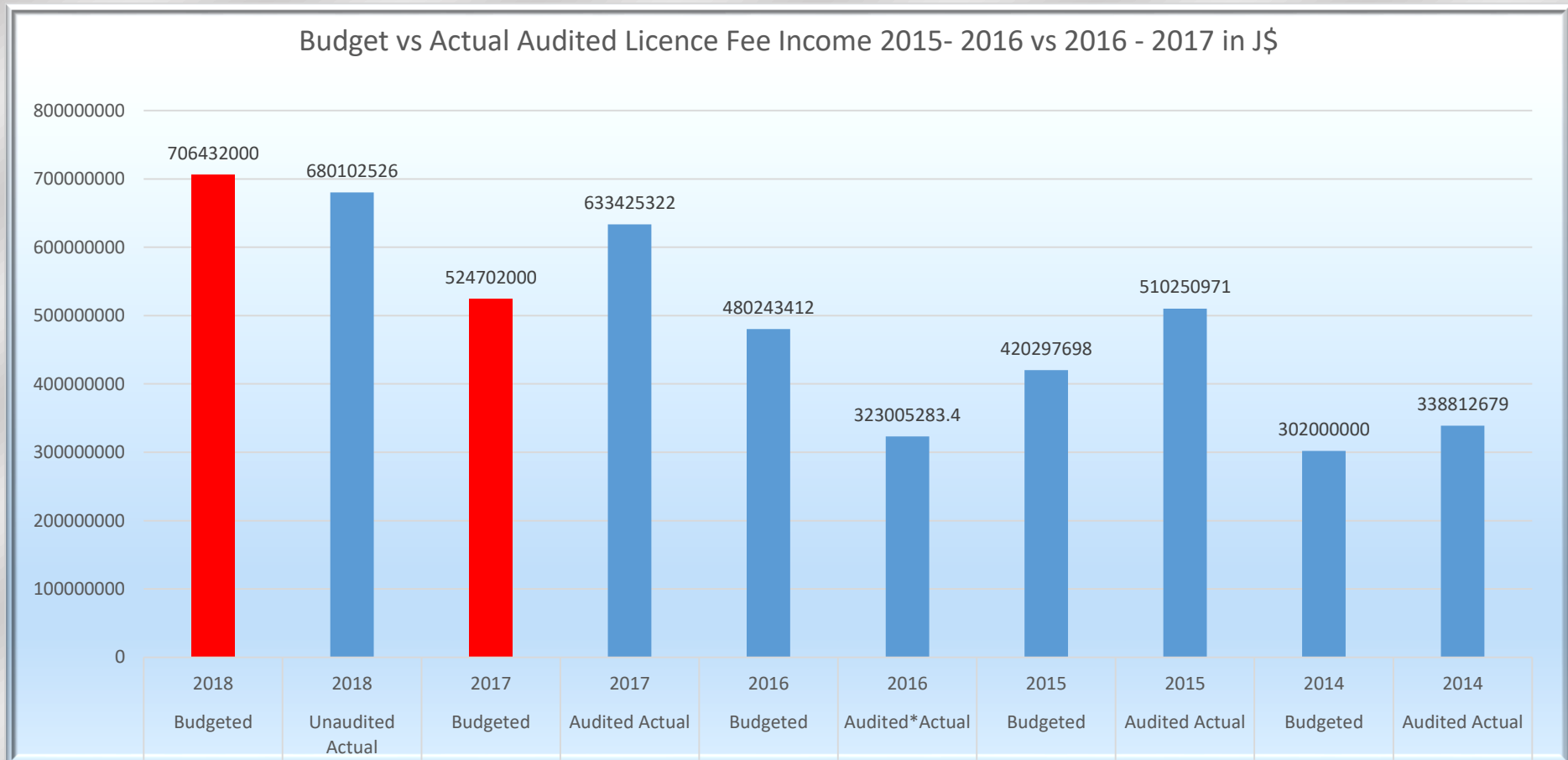
Seminars & Workshops

- Public Sector Staff Order
- Citizen Security

Conference & Conventions

- Jamaica Employers Federation Convention
- Ultra Electronic Forensic Technology

COMPARISON OF LICENCE FEE INCOME COLLECTED OVER A THREE-YEAR PERIOD



FLA'S 10TH ANNIVERSARY CELEBRATION



Now operating in three parishes island wide, the FLA celebrated 10 successful years since inception in October 2016. Transitioning from out of the hands of the Jamaica Constabulary Force, the FLA was established as a statutory body by an

amendment to the Firearms Act in 2005, and began its operations in 2006, under the ambit of the Ministry of National Security. This initiative was geared at putting structure and control to the issuance and management of private firearms in the country.

Since inception the FLA has made major advancements in its policies and procedures through technology and has relocated twice in an effort to have a comfortable and safe environment for its stakeholders and customers. The first location was in New Kingston on the widely known

Claro Building on Knutsford Boulevard, after which the head office was relocated to Worthington Avenue. As the Authority continued to grow, the office space and parking availability became limited and insufficient. A new location was later found at 91A Old Hope Road, which provided much better parking facility and increased space for staff members to operate.

One of the major accomplishments for the FLA over the last ten years happened in 2009, when the government granted it 'self-financed' status. This resulted in major changes in the operations, such as the hiring and training of new staff to implement and manage this new regime from both a financial and corporate perspective. Other major accomplishments include:

1. Digitization of the records transferred from the JCF;
2. Acquisition of a ballistic tank for the testing of firearms;
3. The acquisition of a Brasstrax Machine and Engraving Tool to capture the ballistic signatures and marking of all licensed firearms;
4. The acquisition and implementation of the 3M High Security Identification System that produces licence cards to replace licence booklets;
5. The capturing of fingerprints of applicants at all offices;
6. The collection of all licensed firearms from police stations across the island for safe-keeping and aid in stockpile management efforts;
7. The establishment of two regional offices; Montego Bay and Mandeville.
8. Implementation of a HR Manual; and a Procedures Manual compiling all policies and processes executed by all staff members;
9. Implementation of the Safe Use and Handling Assessment;
10. Being awarded First Runner Up in the category of the Most Creative/Innovative Entity and First Place in the category of the Most Improved Customer Service Entity in the Public Sector Customer Service Competition in 2015;
11. Successful review of the Organizational Structure in 2015;
12. Greater collaboration with the Jamaica Constabulary Force to improve the turnaround time for applications and strengthen the security framework; and
13. Implementation of a batch processing system on the Point of Sale which allows the accounts unit to process multiple renewal payment transactions for security companies.

FINANCIAL STATEMENTS



FIREARM LICENSING AUTHORITY

FINANCIAL STATEMENTS

MARCH 31, 2017

FIREARM LICENSING AUTHORITY
Financial Statements
Year ended March 31, 2017

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