

# PRIVATE SECURITY REGULATION AUTHORITY



ANNUAL REPORT  
2010 - 2011



### Introduction by the Executive Director

The Private Security Regulation Authority (PSRA) in 2010/2011 focused on delivering exceptional customer service to its clients. The Customer Impact Survey conducted randomly over two weeks showed an overall 97% rating for the Authority on its delivery of service to its customers. As a result of this outstanding performance the Authority received a letter of commendation from the Chairman and the Board of Directors which acknowledged and praised the work of the management and staff.

The Authority successfully “McDonalized” its interview process by removing the walls and creating an open office space with a customer friendly environment. We focused on improving the procedures and processes in order to enhance our operating efficiency. This resulted in significant reduction of processing time for the registration and renewal of licences of companies and private security officers. The number of applications processed increased monthly by over 300%. There was also a significant increase in renewals for both companies and guards of 7% and 17% respectively.

Significant success was gained in the development of our human capital as the number of staff members attaining and pursuing tertiary education moved from a low of 18% in 2006 to 80% in the current year. This has had a very positive impact on our service delivery.

A full expansion of our Identification Card (ID) process was done, with the Authority producing ID’s for our sister departments such as PICA, MNS, CSJP, under a mandate from the parent Ministry. Additionally we produced ID’s for a limited number of schools. The Authority earned a small contribution to its budget by providing this service.

The Authority enhanced its partnership with both private and public sector entities in order to improve compliance with the PSRA Act. Specifically our collaboration with the Tourism Product Development Company and Ministry of Tourism has resulted in an over 25% increase in registration of proprietary organizations.

The weekly update of the Authority’s website allowed us to communicate with companies and security guards in a timely manner.

The challenges of laying matters before the Court for breaches of the Act remain, as well as the fine imposed for violations. We are confident these will soon be remedied.

Equally we expect a widening of the registration of other personnel providing security services not presently covered under the law. We expect a bolstering of the regulatory framework to maximize transparency of ownership, grant Inspectors the status of authorized persons, and seek to have the terms and conditions of pay under the PSRA's regulatory authority. If these amendments are incorporated in the PSRA Act and Regulations the private security industry would benefit and gain in public stature, legitimacy and professionalism.

Rosalyn Campbell  
Executive Director:

The Private Security Regulation Authority's mandate is to regulate and monitor the operations of the private security industry.

The Authority grants, refuses, suspends or cancels licences of:

- Contract Security Organizations
- Proprietary Security Organizations
- Private Security Guards
- Private Investigators
- Security Trainers

### **Mission**

To monitor and regulate the operations of organizations and individuals operating in the Private Security Industry.

To facilitate a closer link between Private Security and State Security in the interest of national well-being.

### **Vision**

To promote international and professional standards and practices in the Private Security Industry.

During the 2010/2011 the Authority continued its trust towards modernizing its structure and processes in order to meet its corporate and strategic objectives and contribute to the mandate of the Ministry of National Security to maintain public order and reduce the rate and fear of crime.

The Authority has synchronized its approach to that of its parent ministry by ensuring that its strategies and goals embrace;

1. Transforming attitudes to promote security awareness and zero tolerance
2. Transforming processes to achieve unity and coherence of effort
3. Transforming practices for greater effectiveness and efficiency

This strategic approach ensures that the PSRA positively contributes to the Ministry of National Security's Mission and Strategic Objectives.

## **Core Business**

The core business of the Authority is to consider and determine applications made under the PSRA Act for the registration, licencing and the renewal of individuals and companies. In addition the Authority:

- Grants, refuses, suspends or cancels licences issued if and where necessary,
- Monitors all the operations of private security organizations,
- Makes enquiries and collects information as it may deem necessary to carry out its functions under the Act,
- Takes any other lawful measures that it considers necessary or desirable to assist in fulfilling its functions.

Licences are awarded after all criteria are met and are renewed annually on the anniversary date of initial registration.

Licences may be awarded subject to any restrictions and/or conditions as may be specified in the licence. All fees must be paid and this is subject to change as prescribed by the Regulations.

## **Summary of Strategies**

In order for the Private Security Regulation Authority to achieve the mandate of the Ministry of National Security, the Authority has focused on the following strategies to ensure its relevance and sustainability in the private security industry.

- The amendment of the PSRA Act is required to create the legislative framework with particular reference to making inspectors authorized persons, facilitate complete and total regulation of companies and individuals and include terms and conditions of work. Also the amendments will seek a maximum fine of at least \$500,000 dollars for violations by companies. Pursuant to this, the Authority has submitted a document outlining the proposed amendment to the PSRA Act to the Ministry of National Security outlining the proposed amendments.
- The introduction of a new fee structure to increase fees to permit the Authority, to generate more revenue and thereby reduce its 100% dependence on the national budget. The fees were last increased in February 2000.
- Continue to manage all expenditure within budgetary allocations and actively reduce expenditure where possible.

- Continue to work with HEART Trust/NTA and NCTVET to expand the training mandate for the industry and ensure that all stakeholders are advised and apprised of the new competency based training standards which is required for HEART Trust /NTA certification. The standards are available on the PSRA's website.
- Enhanced partnerships with private and public sector entities in order to improve compliance to the PSRA Act and Regulations by security personnel in the Industry. The Authority currently partners with ASIS, JCF and more recently the Tourism Product Development Organization (TPDCO). The latest collaboration is spearheaded by the Executive Director who is a member of the Product Quality and Security Awareness Committee of the Ministry of Tourism. This collaboration has resulted in increased compliance of tourism entities to the PSRA Act. The Authority will seek to establish and develop greater collaboration with other relevant entities to further enhance compliance.
- The use of technology will continue to be the driver in ensuring the effectiveness and efficiency of the Authority. To this end, the Authority will focus on solutions to achieve its strategic objectives.
- The Authority will continue to provide an optimum customer focused atmosphere to facilitate a harmonious environment for clients and staff.

## **Description of the Organization**

### **Governance and Structure**

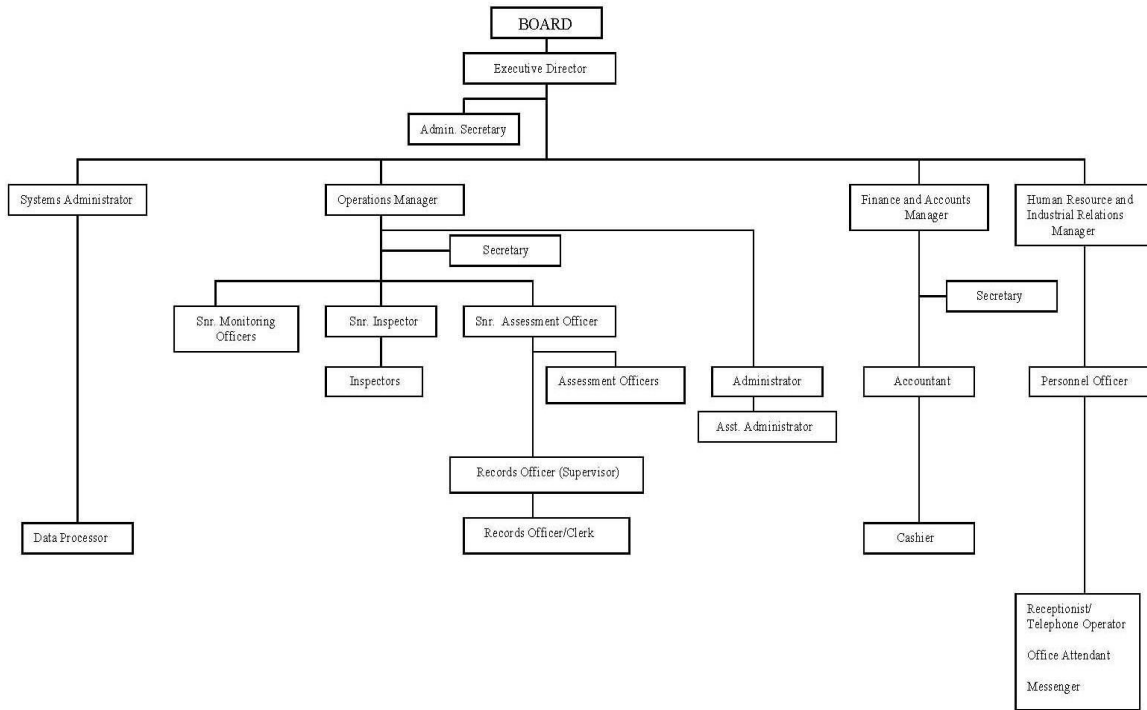
The Private Security Regulation Authority is a statutory body under the Ministry of National Security charged with the responsibility to monitor and regulate all stakeholders in the Private Security Industry. It is accountable to the Minister of National Security through the chairman and the Board of Directors, appointed by the Minister.

### **Board of Directors**

The PSRA is headed by a nine member Board with a Secretariat of twenty nine (29) members of staff, led by the Executive Director. Members of the Board of Directors are representatives of the major operating sectors of the industry, the Private Sector Organization of Jamaica and the Veterinary Division of the Ministry of Agriculture. The Board oversees the operations of the Authority within the framework of the PSRA Act and Regulations of 1992, the Public Bodies Management and Accountability Act and the Corporate Governance Framework for Public Bodies.



# Organization Chart





**SUMMARY OF EXPENDITURE BY OBJECT**

**FINANCIAL YEAR 2010/2011**

**Summary of Expenditure (\$)**

21 - Compensation of Employee	37,232,169.63
22 - Travel Expense and Subsistence	4,870,539.43
23 – Rental of Property	4,584,390.00
24 - Public Utility	692,643.83
25 – Purchase of Goods & Services	4,670,389.14
31 – Purchase of Furniture & Equipment	<u>1,314,924.10</u>
Total Expenditure	<b><u>53,365,056.13</u></b>

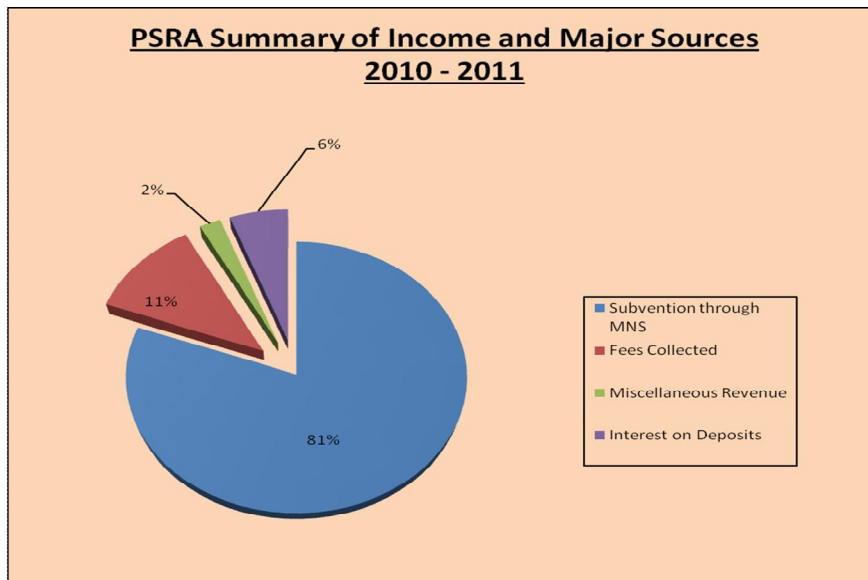
**SUMMARY OF INCOME AND MAJOR SOURCES**

**FINANCIAL YEAR 2010/2011**

The funds of the authority for the financial year under review were made up of fees collected for the licensing/registration of individuals and organization under the PSRA Act. Interest generated through investments, miscellaneous revenue and the annual subvention provided by Parliament.

**Summary of Income (\$)**

Approved Budget 2010/2011	-	45,498,000.00
Subvention through the MNS	-	45,360,027.61
Fees collected by PSRA	-	6,449,260.11
Miscellaneous Revenue	-	1,179,866.45
Interest on Deposits	-	3,210,969.20
Gross Revenue	-	<b>56,200,123.37</b>



## **Summary of Actual Performance**

### **ACHIEVEMENTS 2010/11**

- Business processes were refined and implemented to reduce processing time of application for registration and renewal of licences. Computer hardware, application and operating software were acquired and upgraded to drive, enhance and improve the Authority's operational efficiency.
- During the period under review there was significant improvement in process delivery through a "McDonaldization" of the various stages, and processes of the operations, utilizing an open office concept, thereby resulting in a tripling of productivity moving from processing approximately 400 to 1,200 applicants monthly. Applications are now processed within ten working days.
- The Authority has recommended amendments to the PSRA Act and submitted them to the Ministry of National Security for action.
- The Spotlight newsletter was produced.
- There was a significant increase in renewals for both companies and guards of 7% and 17% respectively.
- The weekly update of the Authority's Web site was effectively used to disseminate relevant information and to communicate with companies and security officers in a timely and efficient manner.
- The Authority implemented an Electronic Archiving System, with the goal of streamlining the data base of the registry and eliminating manual processes. The initial data to be archived comprises all information on companies and individual guards and private security stakeholders registered with the Authority since 1993.
- The Authority continued its collaboration with HEART Trust/NTA to effect standardization of training for security guards. Currently 56 guards have been trained to the National Vocational Qualification Jamaica (NVQJ) Level 1 standard. Accredited Training Organization (ATO) status was granted to one company in October 2010. Five other companies are far advanced in the process. A tripartite Memorandum of Understanding (MOU) has been drafted by HEART between HEART Trust/NTA, Allied Protection Limited Recruitment and Training Centre and Private Security Regulation Authority to aid all parties to facilitate the certification of security officers within the industry. The MOU is currently being reviewed by the various legal officers.

- Collaboration with Ministry of Tourism / TPDCo resulted in the Authority participating in five seminars island wide, namely in: Negril, Kingston, St. Mary and Montego Bay. At these meetings presentations were made on the operations of Authority and the registration process for companies and guards. This has resulted in improved compliance. There is continued dialogue / collaboration as the Executive Director represents the Authority on the Product Quality Committee of Ministry of Tourism and TPDCo.
- Meetings were held with PSRA/JCF and stakeholders representing ASIS and JSIS.
- The Authority introduced flexitime with new opening hours starting at 7.15 a.m. to satisfy customer demand as indicated in our second customer impact survey.
- The Performance Management and Appraisal System (PMAS) were fully maintained.
- 90% of all operational staff was cross trained in various business processes which resulted in significant improvement in competencies. The Authority also facilitated staff development and training; currently nearly all staff members have upgraded their qualifications to a minimum Associate Degree level. Excellent positive feedback and commendation was received from customers as indicated in the attached customer impact survey.
- All expenditure was maintained within budgetary allocations. All financial reports were done and submitted within the prescribed timelines.
- We developed a Citizens Charter through staff participation indicating our commitment, service standards and customer expectation.

# CITIZEN'S CHARTER



*This Citizen's Charter describes our commitment to service and outlines the overall standards of service you can expect to receive from The Private Security Regulation Authority (PSRA).*

## Our Purpose

The Authority considers and determines applications made under the PSRA Act for registration and licensing of Private Security Professionals and companies. It also grants, refuses, suspends or cancels licences.

We also monitor and regulate the operations of:

- Contract Security Organizations
- Proprietary Security Organizations
- Private Security Guards
- Security Trainers
- Private Investigator Organizations

## Our Customers

Private Security Guards, Security Trainers, Private Investigators, Company Directors, Managers, Consultants, Body Guards, Technicians, and Coordinators.

## Our Services

The PSRA Register and Licence stakeholders in the Private Security Industry under the PSRA Act 1992 as well as monitor and regulate the industry.

## What You Can Expect From Us

The Authority aims to exceed your expectation and:

- Is efficient, effective and accessible.
- Is honest, open and accountable for our actions.
- Provide clear and appropriate information, guidance and advice.
- Publish and update all relevant information on our website at [www.psra.gov.jm](http://www.psra.gov.jm).
- Respond to your letters and e-mails within five (5) working days.
- Answer all telephone calls within three (3) rings.
- Where telephone calls are more complex, we commit to call you when we have the relevant information within twenty-four (24) hours.
- Keep you informed if we cannot answer your enquiry or request immediately.

## Our Service Standards

- We act courteously and professionally.
- We listen carefully and respond to enquires and request promptly.
- We willingly assist and is responsive to your needs by providing timely oral and written advise which is clear, concise, accurate and complete.
- We deal with your concerns or complaints promptly, fairly, completely and provide timely feedback.
- We use our feedback to improve our products and services.
- We continually strive to improve or exceed our service standards.

## You can help us by:

Having all the required information, documents and completed forms when you apply for Registration, Licence or Renewal. Complete information and application forms are available on our website at [www.psra.gov.jm](http://www.psra.gov.jm).

## Our Feedback Commitment

The PSRA is committed to evaluating customer feedback in order to improve the quality of services provided. Feedback (Complaints, Compliments and Suggestions) is welcomed and encouraged. This can be provided to the PSRA through any of the following:

Letter, Telephone, Fax, E-mail, in person, contacts and Feedback section of the Authority's website at [www.psra.gov.jm](http://www.psra.gov.jm).

## CONTACT US



PRIVATE SECURITY REGULATION AUTHORITY

6th Floor, 12 Ocean Boulevard  
Kingston Mall.

Tel: 967-2522-6 Fax: 967-2478

## **STATISTICS**

Listed below are the operational statistics relating to the activity of the Authority in the year under review.

### **APRIL 1, 2010 – MARCH 31, 2011**

<b>SECURITY COMPANIES &amp; GUARDS ON THE P.S.R.A. REGISTER</b>	<b>TOTAL</b>
<b>No. of Companies at March 31, 2011</b>	<b>245</b>
No. of New Companies Registered	27
No. of Renewed Companies Registered	119
No. of Delisted & Closed Companies	7
<b>No. of Guards at March 31, 2011</b>	<b>16,461</b>
No. of Armed Guards	3,345
No. of Unarmed Guards	13,116
<b>Registration of Guards During Period</b>	<b>14,204</b>
No. of New Armed Guards	37
No. of Renewed Armed Guards	3,269
No. of New Unarmed Guards	2,001
No. of Renewed Unarmed Guards	8,737
No. of Renewed Trainer/Private Investigators	25
No. of New Trainer	3
No. of Renewed Trainer	55
No. of New Private Investigator	4
No. of Renewed Investigator	73

## **Analysis of Current Performance**

Licences are awarded after all criteria are met and remain in force for a period of one year. Licences are renewed annually on the anniversary date of initial registration.

The Authority issues and renews licences on an annual basis. Licences may be awarded subject to any restrictions and/or conditions as may be specified in the licence. All fees must be paid and this is subject to change as prescribed by the Regulations. Should a licence be refused, any fees paid will be refunded. Licences are issued to:

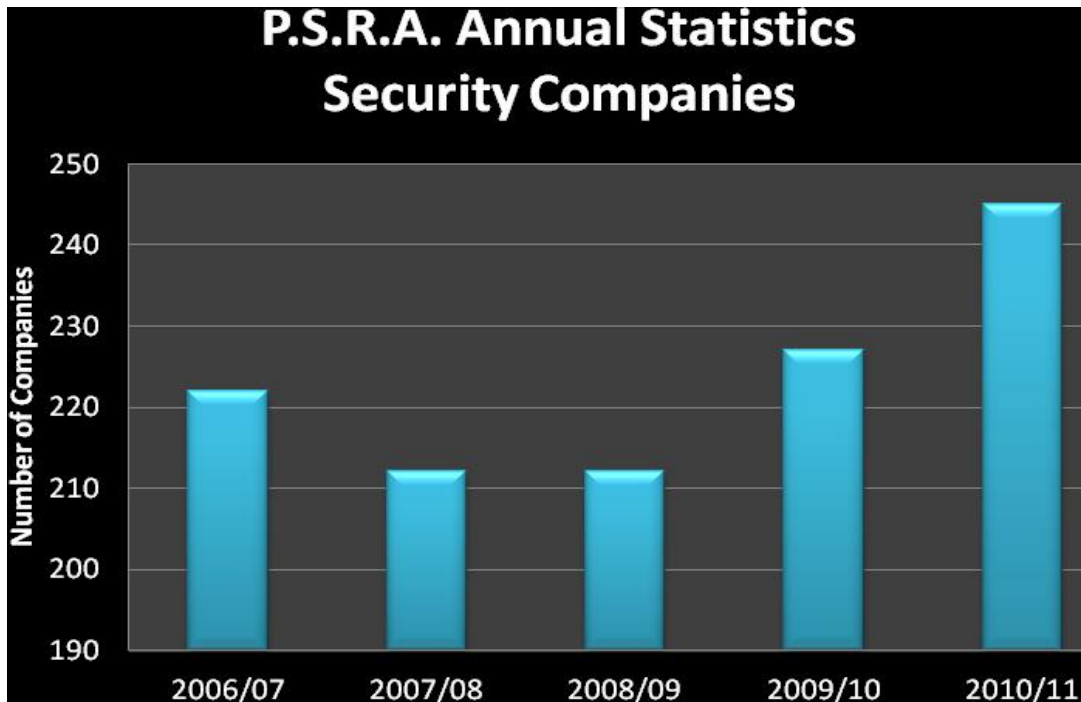
Companies  
Security Trainers  
Private Investigators  
Armed Security Officers  
Unarmed Security Officers

### **Clients as at March 31, 2011**                      **Amount**

Security Companies	245
Private Security Officers	16,461
Private Investigators/Trainers	97
Security Trainers	55

### **Historical Data**

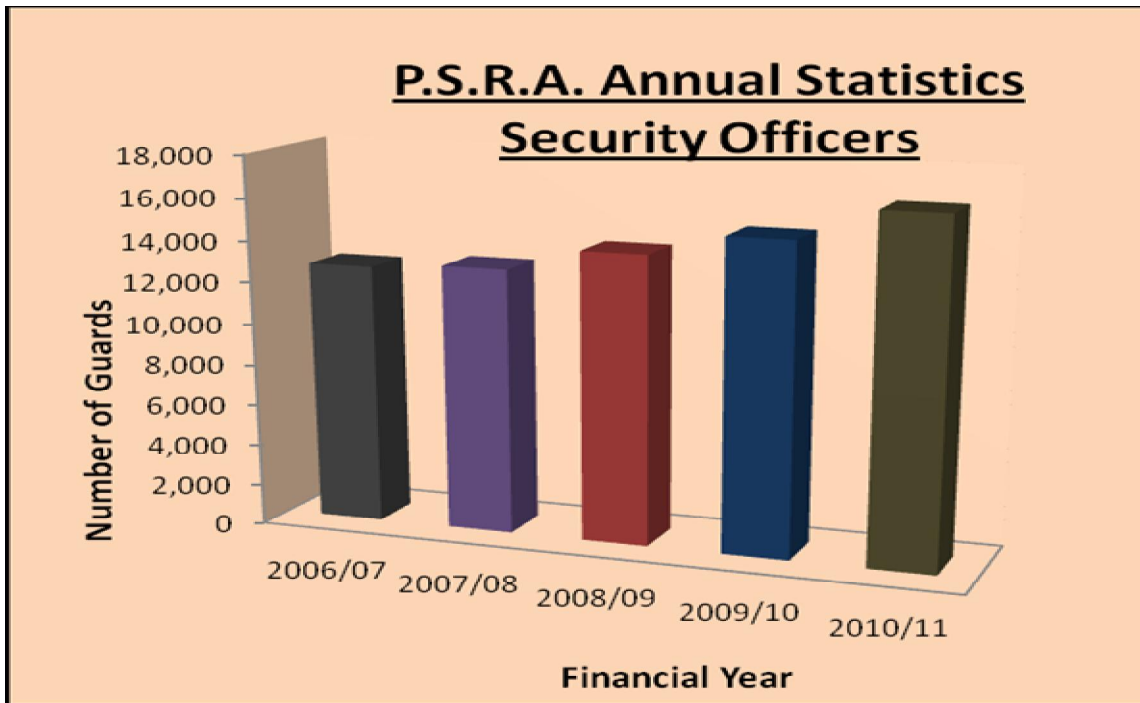
COMPANIES		SECURITY	OFFICERS
Years		Years	
2006/07	222	2006/7	12,605
2007/08	212	2007/8	12,853
2008/09	212	2008/9	13,941
2009/10	227	2009/10	14,974
2010/11	245	2010/11	16,461



Financial Years	Security Companies
2006/07	222
2007/08	212
2008/09	212
2009/10	227
2010/11	245

A review of the number of Private Security Companies registered by the Authority over the last five years as indicated above.

In the year under review 2010/11 forty one (41) companies were delisted from the Authority’s register for various reasons, for example, non renewal for two successive years and companies gone out of business.

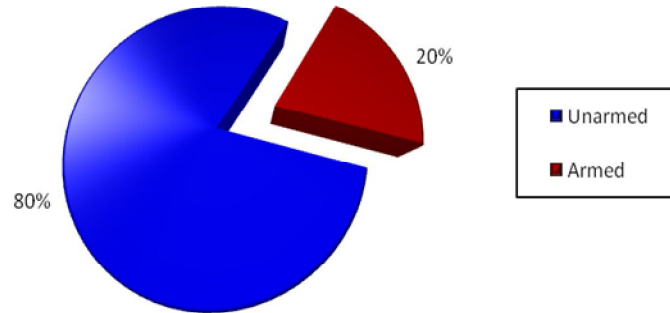


Financial Year	Security Officers
2006/07	12,605
2007/08	12,853
2008/09	13,941
2009/10	14,974
2010/11	16,461

Similarly, there was steady growth of Private Security Guards in the industry as indicated above.



### P.S.R.A Registered Security Guards



There were **13,116** unarmed security guards and **3,345** armed security guards who renewed their P.S.R.A. licences in the period April 1, 2010 to March 31, 2011.



## CHALLENGES



The legislative framework review is still incomplete; it was overtaken by more urgent priority security needs of the Ministry and country.

Due to budgetary constraints no allocation was made in the budget for a public education campaign and public awareness of the roles and functions of the PSRA.

During the year under review the Authority sought to achieve higher levels of compliance with respect to the renewal of Licences and Registration of security companies and guards operating in the industry. The chief reason indicated by companies for failure to meet annual renewal deadlines in a timely manner has been the inability of companies to obtain a Tax Compliance Certificate on schedule.

A major challenge faced by the Authority is the delay in the submission of monthly reports on the movement of security guards from company to company resulting in monitoring challenges for the Authority.

Another hurdle that the Authority faces is that it earns only nominal revenue from the existing fee structure which was last adjusted in February 2000. This has negatively impacted the ability of the Authority to earn enough to meaningfully contribute to its annual budget requirements.

Laying matters before the Court for breaches under the Act still poses a challenge for the smooth operation of the Authority as the maximum penalty; a fine of \$10,000.00 does not serve as an adequate deterrent to companies that are operating illegally. It is also not prudent for the relevant Authorities to pursue such matters as the estimated time to dispose of same before the courts is approximately two years, which results in considerable loss of productive time.

## **THE WAY FORWARD AND RECOMMENDATIONS**

- ❖ The immediate amendment of the PSRA Act to create the legislative framework with particular reference to fines, to create a maximum fine of at least \$500,000 dollars for violations by companies and \$2,500 for security guards and other personnel for a first offence with an increased schedule for future offences and habitual offenders
- ❖ The introduction of a new fee structure to increase fees to permit the Authority, to generate more revenue and thereby reduce its dependence on the national budget.
- ❖ Through prudent management of the financial resource we will continue to ensure that all expenditure is contained within budgetary allocations and actively seek to reduce expenditure where possible.
- ❖ The PSRA will continue to work with HEART Trust/NTA and NCTVET to achieve the training mandate for the industry and ensure that all stakeholders are advised and apprised of the new competency based training standards which is required for HEART Trust/NTA certification. The standards are available on the PSRA's website.
- ❖ Partnerships with private and public entities will be enhanced in order to improve compliance to the PSRA Act and Regulations by security personnel in the Industry. The Authority currently partners with ASIS, JCF and more recently the Tourism Product Development Organization (TPDCO). The latest collaboration spearheaded by the Executive Director who is a member of the Product Quality and Security Awareness Committee of the Ministry of Tourism. This collaboration has resulted in increased compliance of tourism entities to the PSRA Act. The Authority will seek to establish and develop greater collaboration with other relevant entities to further enhance compliance.

- ❖ The Authority intends to continue to sensitize the Private Security Industry and the public on the role and functions of the PSRA. This will ultimately reduce the incidents of breaches of the PSRA Act. It will continue its public education campaign via its website, and the electronic media as funds permit.
  
- ❖ Communication will be enhanced with security companies to follow up submission of reports on relocation, termination of guards and/or the change of guards/company status in a timely way.
  
- ❖ The use of technology will be the driver to ensure the effectiveness and efficiency of the Authority. To this end the Authority will use the internet and its website as a major communication tool to achieve its strategic objectives.



AUDITOR GENERAL'S DEPARTMENT  
P.O. BOX 455  
KINGSTON 10  
JAMAICA  
Email: audgen5@cwjamaica.com

## INDEPENDENT AUDITOR'S REPORT

To the Accounting Officer  
of Private Securities Regulations Authority

### Report on the Receipts and Payments Statement

I have audited the Statement of Receipts and Payments of Private Securities Regulations Authority for the year ended March 31, 2011

### **Management's Responsibility for the Receipts and Payments Statement**

Management is responsible for the preparation and presentation of this Receipts and Payments Statement. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation of a statement that is free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

My responsibility is to express an opinion on this Receipts and Payments Statement based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts disclosed on the Statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Receipts and Payments Statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the Statement in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used, as well as evaluating the overall presentation of the statement.

I believe that the audit evidence I have obtained is appropriate to provide a basis for my audit opinion

### **Opinion**

In my opinion proper accounting records have been kept and I certify as a result of my audit, that the Receipts and Payments Statement is a fair representation of the financial transactions of the Private Securities Regulation Authority for the year ended March 31, 2011

  
Pamela Monroe Ellis (Mrs.)  
**Auditor General**

2012/02/07  
Date



**PRIVATE SECURITY REGULATION AUTHORITY**  
**CUSTOMER SATISFACTION SURVEY ANALYSIS**  
**March 2011**

Questions	TOTAL Responses	# Satisfied	% Satisfied
2A Availability of information for registration	191	189	98.953
2B Responsiveness of staff to enquiries	139	139	100.00
2C Courtesy to staff	146	141	96.575
2D Knowledge of PSRA's representative	147	144	97.959
2E Office Layout	134	128	95.522
3 Information provided/given by the Authority	189	184	97.354
4 Ease of doing business with PSRA	193	182	94.300
5 Interview/Processing of Applications	191	184	96.335
6 Overall rating of the services of PSRA	191	187	97.906
<b>Sample Size – 201 Survey Questioner Responses</b>	<b>Overall satisfaction rate is <u>97.21%</u></b>		

The Customer Satisfaction Survey was administered to clients who visited the Private Security Regulation Authority's (PSRA) offices. The survey instrument was given to clients after they completed business with the Authority. They were invited to complete the forms and place them in a sealed box on the receptionist's desk in the front office.

The demography of the 201 clients participating in the survey was as follows:

Security Officers	175
Company Directors	13
Security Trainers	2
Liaison Officers	4
Unspecified	7

PRIVATE SECURITY REGULATION AUTHORITY

STATEMENT OF RECEIPTS & PAYMENTS

April 2010 – March 2011

RECEIPTS

Bank Deposits (Investment) @ 31.03.2010	\$38,447,939.45
Bank Balance @ 31.03.2010	2,075,643.62
Imprest (Petty Cash) @ 31.03.2010	15,000.00
Imprest (Stamp) @ 31.03.2010	3,000.00
Fee	6,449,260.11
Subvention	45,360,027.61
Revenue (Misc.)	1,179,866.45
Interest on Deposits	3,210,969.20

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\$ 96,741,706.44  
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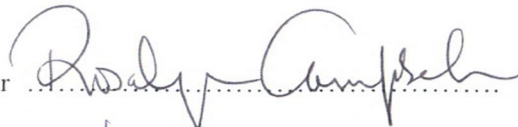
PAYMENTS

Compensation of Employees	\$37,232,169.63
Travel Expenses & Subsistence	4,870,539.43
Rental of Property	4,584,390.00
Public Utility Services	692,643.83
Purchase of Other Goods & Services	4,670,389.14
Purchase of Furniture & Equipment	1,314,924.10
Deposit (Investment)	39,528,862.09
Bank Balance @ 31.03.2011	3,829,788.22
Imprest (Petty Cash) @ 31.03.2011	15,000.00
Imprest (Stamp) @ 31.03.2011	3,000.00

\_\_\_\_\_  
\$ 96,741,706.44  
\_\_\_\_\_

Finance Manager ..... 

Date ..... 3/05/2011

Executive Director ..... 

Date ..... 2011/05/18



F/Y 2010/2011

## DIRECTORS COMPENSATION

Position of Director	Fees \$	Motor Vehicle Upkeep/Travelling Or Value of Assigned Motor Vehicle \$	Honoraria \$	All other Compensation Including Non-Cash Benefits as Applicable \$	Total \$
Ferris Ziadie (Chairman)	62,500	N/A	N/A	N/A	62,500
*Dianne McIntosh - \$ 7,500.00 (Board Member)		N/A	N/A	N/A	7,500
*Angella Buchanan - 15,000.00 "	22,500				
**Lester Spaulding - 22,500.00 "					
Maj. Ffrench Campbell - 15,000.00 "	37,500	N/A	N/A	N/A	37,500
Dr. Trudi Stewart-Gaynor "	37,500	N/A	N/A	N/A	37,500
George Soutar "	7,500	N/A	N/A	N/A	7,500
Dennis Morgan "	30,000	N/A	N/A	N/A	30,000
Christian Tavares-Finson "	15,000	N/A	N/A	N/A	15,000

## DIRECTORS COMPENSATION

Position of Director		Fees	Motor Vehicle Upkeep/Travelling Or Value of Assigned Motor Vehicle	Honoraria	All other Compensation Including Non-Cash Benefits as Applicable	Total
		\$	\$	\$	\$	\$
Crafton Miller	(Board Member)	30,000	N/A	N/A		30,000
Kenneth Benjamin	"	30,000	N/A	N/A		30,000
Leon Rose	"	7,500	N/A	N/A		7,500
					<b>Total</b>	<b><u>280,000</u></b>

NB \*Permanent Secretary or nominee

\*\*Resigned September 2010

F/Y 2010/2011

Appendix 1

**DIRECTORS COMPENSATION**

<b>Position of Director</b>	<b>Fees</b>	<b>Motor Vehicle Upkeep/Travelling Or Value of Assigned Motor Vehicle</b>	<b>Honoraria</b>	<b>All other Compensation Including Non-Cash Benefits as Applicable</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Crafton Miller (Board Member)	30,000	N/A	N/A		30,000
Kenneth Benjamin "	30,000	N/A	N/A		30,000
Leon Rose "	7,500	N/A	N/A		7,500
				<b>Total</b>	<b><u>280,000</u></b>

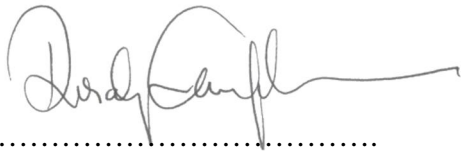
NB \*Permanent Secretary or nominee

\*\*Resigned September 2010

MEETINGS OF THE AUTHORITY

A TOTAL OF FIVE REGULAR MEETINGS AND SEVERAL SUB-COMMITTEE MEETINGS WERE HELD DURING THE YEAR.

ALL MEMBERS PARTICIPATED AND CONTRIBUTED GREATLY TO THE SUCCESSFUL ADMINISTRATION OF THE AFFAIRS OF THE AUTHORITY.

A handwritten signature in black ink, appearing to read 'Rosalyn Campbell', with a long horizontal flourish extending to the right.

.....  
ROSALYN CAMPBELL  
EXECUTIVE DIRECTOR