

OFFICE OF THE OMBUDSMAN

PUBLIC REPORT

**ON THE
IMPROPER CONDUCT OF TANNA POLICE
AND POOR PRISON CONDITION
RESULTING IN THE SUICIDE OF
PRISONER JUNIOR ARTHUR MALCOM**



REPUBLIC OF VANUATU

16 September 2005

1035/2005/06

PUBLIC REPORT ON THE IMPROPER CONDUCT OF TANNA POLICE AND POOR PRISON CONDITION RESULTING IN THE SUICIDE OF PRISONER JUNIOR MALCOM ARTHUR

SUMMARY

As outlined in many ombudsman reports, condition of prisons in Vanuatu has been a continuous concern of prisoners as it falls below the minimum international Standards.

Despite these reports and recommendations made, it appears that the government and the Prison Service Department did not attempt to improve the physical and living conditions of prisoners. Ignorance of these authorities in regard to impose security measures for prisoners have gone to the extent of seeing some female police officers having personal relationships with prisoners.

In this case, Mrs Julian Ben, a female police officer and late Junior Authur Malcom, a former prisoner, both of them transferred from Vila to Tanna had engaged themselves in a relationship which turned into a tragic situation where Junior committed suicide in prison in April 2003.

The Ombudsman found that while serving his sentence, Mr Junior engaged himself in a personal relationship with Mrs Julian Ben which is contrary to the role and duty of a police warden to keep surveillance of prisoners and enforce any law on them.

The Ombudsman also found that prisoner Junior should not have committed suicide if the prison authorities had taken previous measures such as keeping a close observation of him and improving condition of Lenakel Prison which is understood to be in a very poor condition.

Since this tragedy has occurred under the prison care, the Ombudsman found Prison Service of Lenakel Police Headquarter to be held responsible for failure to take appropriate measures to prevent Mr Junior to commit suicide despite being informed of the relationship he had with Mrs Julian Ben.

In relation to the above findings the ombudsman recommends that :

- PC Julian Ben be disciplined for having an affair with prisoner late Junior Authur Malcom.
- Police Service Commission impose disciplinary measures against Officer John Graham for failure to carry out his duty professionally.
- Tanna prison compound be properly off fenced.
- the prison building on Tanna be fully repaired to prevent similar incident.
- proper consultation be made by the Commissioner's Office before deciding on the transfer of female police wardens to any prison station in the Republic of Vanuatu.

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1. JURISDICTION

- 1.1 The Constitution and the Ombudsman Act allow the Ombudsman to look into the conduct of government, related bodies, and Leaders. This includes the conduct of the following police officers: Mr John Graham, Officer In-Charge of Tanna Prison, Mr Kensy Avock, Officer-In-Charge of Tanna Police Headquarter, Police Constable Julian Ben, and other members of the Tanna Police Headquarter.
- 1.2 The Ombudsman can also look into defects in laws or administrative practices, including Prison (Administration) Act [CAP 20] and the Police Act [CAP 105].

2. PURPOSE, SCOPE OF INVESTIGATION AND METHODS USED

- 2.1 The purpose of this report is to present the Ombudsman's findings as required by the Constitution and the Ombudsman Act.
- 2.2 The scope of this investigation is to establish the facts about improper care and decision taken by the Prison authority at Lenakel, Tanna, which resulted in the suicide of late prisoner Junior Arthur Malcom in 2000.
- 2.3 The scope also requires this investigation to determine whether the conduct of the above police officers mentioned in paragraph 1 were proper and whether the above statutory provisions are defective.
- 2.4 This Office collects information and documents by informal request, summons, letters, interviews and research.

3. RELEVANT LAWS

The relevant laws and regulation related to this matter are mentioned in the **Appendix A**.

4. OUTLINE OF EVENTS

- 4.1 At lunchtime news on 24 October 2000, Radio Vanuatu announced the sudden death of late Junior Arthur Malcom (JAM)¹, a well known prisoner. He committed suicide at Isangel Prison headquarter. Mr Junior was a naturalized citizen who was serving his sentence at Vila Prison before being transferred to Tanna in July 2000.
- 4.2 JAM served his two years sentence in Vila Prison after being released on condition by the Head of State for the new millennium in January 2000. In July 2000, JAM was transferred to Tanna Police Headquarter to serve the rest of his sentence.

¹ The Police refers in some of their correspondences to this person as "Junior Mackoon. However referred to, please take note that we are referring to the same person."

4.3 While serving his sentence in Tanna, JAM met a female Police officer, Pc Julian Ben² with whom he had a personal relationship. Mr JAM was very friendly with PC Julian Ben until 22 October 2000, the date when the Tanna Police Headquarter had decided in a meeting to send him back to Vila Prison.

4.4 Following that meeting JAM changed his attitude with the intention of committing suicide. Refer to the Police report as per **Appendix B**.

According to the Tanna Police report, the Officer-In-Charge Mr Kensy Avock stated in his report dated 24 October 2000 to OCP crime (See **Appendix C**) that prisoner JAM, had used the electrical wiring in his room to commit suicide. He was found lying beside his bed in the early morning of 24 October 2000.

4.5 While conducting preliminary investigation with the Police, the Ombudsman was informed that an investigation had been carried out by the CID Police Department to determine the cause of his incident. A copy of the report is enclosed in the Appendix B. According to the report, it was revealed that most of the Police officers of Tanna Police Headquarters were made aware of Mr JAM attitude especially when he was planning to commit suicide. However, none of them was able to provide sufficient care and surveillance to prevent him committing suicide.

5. RESPONSES BY THOSE WITH FINDINGS AGAINST THEM

5.1 Before starting this enquiry, the Ombudsman notified all people or bodies complained of and gave them the right to reply.

5.2 On 24 August 2004, the Office of the Ombudsman released a Working Paper on the preliminary findings on the circumstances that led to the death of late JAM.

5.3 Responses were only received from PC Willie VILLIAMU ("**Annex E**"), and Superintendent Willie Vira ("**Annex F**").

5.4 Mr Willie Villiamu pointed out that he was not absent from duty during the time prisoner Junior had committed suicide. He indicated that he had made several checks at night from 4.30pm till 2.30am in the morning before he went to sleep. In the morning at about 8.0'clock in the morning he was notified that prisoner Junior had committed suicide.

He added that he has made an effort to observe late junior but unfortunately prisoner Junior committed suicide while he was away for a few moments.

² On some Police correspondences, this same person's name is spelt as "Julie Anne Ben". Wherever referred to in this report, please take note that we are referring to the same person, in either spelling

- 5.5 Mr Willie Vira, added that the issue of human resources and budget should have been considered by the government to prevent such incident from happening. He outlined that according to the Strategic review of 1997, Tanna Prison Service should have been running fully with seven officers. However, due to budget and manpower constraints there was only one prison warden on duty for eight hours shift and it is impossible to have an overall surveillance of every inmate in every single cell. It needs at least three (3) men to do the job efficiently.

In addition to the above, Mr Vira explained that Prison condition in Tanna has been continuously addressed to the Authorities. Should there been improvements of the Tanna Prison by the authorities, this incident would not have occurred. The operational budget was ten million two hundred fifty six thousand nine hundred and twenty five vatu, (VT: 10 256 925) and it covered mainly rations for inmates and other incidentals, and nothing had been given for building repair maintenance.

6. FINDINGS

- 6.1 **Finding 1: The Ombudsman finds that the conduct of Police officer Julian Ben was improper when accepting and encouraging friendship with prisoner Junior Malcom.**

As a prison warden Mrs Ben being a police officer, should not have engaged herself in any personal relationship with any prisoners especially when it involved friendship with a prisoner. Mrs Julian Ben should up-hold her duty as a guardian of prisoners as provided by law and should avoid accepting any gifts offered to her. Such conduct may bring discredit upon herself and the Force.

Section 54 of the police Act Cap 105 prohibits any members to accept any gift of money or money worth offered for any service rendered or promised. In a Police interview, PC Julian admitted that Junior had been spending money on her in terms of purchasing food and giving her cash money.

- 6.2 **Findings 2 The Ombudsman also finds that the Tanna Prison authorities and specifically the OIC, Mr John Graham should be held responsible for lack of coordinating proper surveillance that contributed to and resulted in the death of late Junior Malcom.**

The ombudsman found from the police report issued by sergeant Bany Allanrow that there has been a lack of action to admonish prisoner Junior and Julian Ben on their relationship. As the OIC of Prison, Mr John Graham should have issued strict instruction to prevent Mrs Julian Ben in approaching prisoner Junior.

- 6.3 **Finding 3: The Ombudsman also finds that prison authorities should be held responsible for the death of late Junior Malcom as a result of poor prison condition.**

Prison condition has been an ongoing concern that have been subject to the Ombudsman's investigation for almost a decade. The Ombudsman believes that Prisoner Junior should not have committed suicide if the prison authorities had

taken measures to improve the condition of prisons especially at Lenakel Prison which is understood to have very poor electrical wiring.

7. RECOMMENDATIONS

7.1 Following the above findings the Ombudsman then makes the following recommendations:

Recommendation 1: That Pc Julian Ben should be disciplined for having an affair with prisoner Junior Athur Malcom..

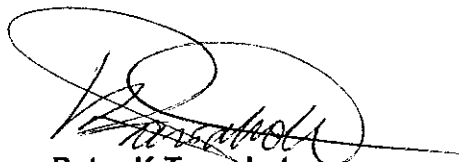
Recommendation 2: That Police Service Commission impose disciplinary action against Officer John Graham for failure to carry out his duty professionally.

Recommendation 3: That Tanna prison compound should be fenced off properly.

Recommendation 4: That the building be fully repaired to prevent similar incident from happening again.

Recommendation 5: That there should be proper consultation on the part of the Commissioner's Office before deciding on the transfer of female police wardens to any prison station in the Republic of Vanuatu.

Dated 16th September 2005



Peter K. Taurakoto

OMBUDSMAN OF THE REPUBLIC OF VANUATU

8. INDEX OF APPENDICE

- A Law and Regulation**
- B Police report over the suicide**
- C Letter from the OIC of Tanna Police Headquarter, Mr Kensy Avock**
- D Letter from PWD Electrician.**
- E Response of working paper from Mr Willie Villiamue**
- F Response of Working paper from Superintendent Willie Vira**

ANNEXURE A

Relevant laws, regulations, and order

Police Act (Cap 105)

Function of the Force:

Section 2 The Force shall be employed throughout Vanuatu and its territorial waters for:

- a) the preservation of peace and maintenance of order:
- b) the protection of life...
- c) the Enforcement of law

Section 54: It shall be an offence against discipline for any members to accept any gift of money or money worth offered for any service rendered or promised

Section 56: It shall be an offence against discipline for any members to absent himself from duty or his place of duty without reasonable cause or excuse and a member found to have committed such offence shall in addition to any punishment, forfeit his pay for the period when he was absent.

Police Act 105 (Subsidiary)

OFFENCE AGAINST DISCIPLINE.

Section 19 : Any member of the Force who_

- (g) without cause fails to appear or appears late for duty
- (j) negligently allows the escape of any prisoner who is committed to his charge or whom it is his duty to guard
- (z) does any act or makes any omission likely to bring discredit upon the force or is guilty of any act, conduct, disorder or neglect to the prejudice of good order and discipline not elsewhere specified in these rules.

Shall have committed an offence against discipline.

Prison Administration Act (Cap 20)

Section 14 Prison officers shall not employ prisoners as domestic servant or otherwise than in conformity with this Act or the instruction of their official superiors

Section 10 It is the duty of all prison officers to treat prisoners with humanity and impartiality, to maintain order and discipline, and to enforce observance of the rules and regulation in regard thereto.



B

MEMORANDUM

VANUATU POLICE FORCE
Phone: 22222

From: S/Sgt. Bani Allanrow
C.I.D. (Serious Crime Section)

To: Commissioner of Police
Vansec House Vila

Through: OC CID
Vila.

Your ref:
Our ref:
Date: 31-10-00

Subject

Re: Suicide of Prisoner Junior Mckoon.

1. This Report will briefly covers my investigation into the suicide case of Late inmate Junior Mckoon of Fiji. The incident occurred on the 24th-10-00 between the hours of 03.00hrs and 06.00hrs in the jail at Isangel Tanna.
During my investigation, I identify some areas which base my investigation upon.

The following areas are

- 1 - His transfer and his conduct in Tanna Prison
 - 2 - The events occurring from Sunday to Late Monday 23-10-00
 - 3 - Actions taken by Authorities
 - 4 - About his Relationship with any female
 - 5 - Other findings during the investigation
2. Late inmate Junior Mckoon was serving his two years in jail for some offences he committed in Vila. He was jailed in Port Vila then later transferred to Tanna Police Station.
He transferred to Tanna Prison following his personal objectives. The authorities from Tanna Police Station were looking for transferring him back to Port Vila when the incident occurred.

P.T.O.

Seen 3/11/00

- About his relationship with any females - He once asked one inmate John Nauka from Tanna to ask another inmate Josaia Isaac for his daughter. Things were agreed upon but, he changed his mind just when he saw Pc.Julian Ben. They saw that he really loved Pc.Julian Ben because he always want to see her and even after lockup he would stand at the door and continue to look through the opening to see if Pc.Julian is at Pc.Willie Vileamu's house.
- Other findings - I found out he was talking about death two weeks ago. He was telling them his dream about a coffin being carried out from Jail and when asked, they said its his coffin and also another, he dreamt that he saw a big hole in his stomach. He also told them about the flies found on his bed. He was predicting, that what he saw in his dream and also about the flies that it means, that he is going to die.
- One Inmate Jimmy Aisen gave me a note written by Junior Mckoon just after his death. The letter was addressed to Supt of Prison and OC Prison Vila and also to the Governor. He stated in his note what the cause of his death was. "Attached Note a Anex I"

3.2 REINTERVIEWING WARDENS

On the 25.10.00 13.39hrs I reinterviewed the wardens Pc.Tom Karie and Pc.Willie Vileamu.

- They confirm that the conduct of the deseased when he transfered to Tanna Prison was very good.
- About the events occurring, they were informed on Monday about 08.00hrs. They even tried to talk to him but were ignored. They brought the matter to their superiors and were told to keep an eye on him and also make sure to remove everything from his room that are dangerous. No other actions taken because they thought everything will be okay.
- About any Relationship, they didn't know about any relationship but were suspecting that he is having one with Pc Julian Ben. His behaviours were changed just when Pc.Julian B. transfered to Tanna. He even buy goods in shops and give them to Pc.Julian. He once gave 500vt for her lunch.
- He quit working with the mechanic and consintrate mainly on his relationship with Pc.Julian B.

3.3 INTERVIEW OC PRISON

I also interview S/Sgt.John Graham OC Prison Tanna on the same date 25.10.00. I confirm what I was told by the prisoners and the wardens.

3.5 - INTERVIEW OTHER WITNESSES

- I also interview the mechanic that Junior Mckoon was working with when he transferred to Tanna Mr. Francois Malbea from Ambrym and also Mrs. Joana Mouk Vileamu.
- Francois Malbea said when the OC Prison tasked Junior M to work with him, fixing Government vehicles, he was very cooperative. He never miss anytime when they open the door. He worked from 07.30hrs to 11.30hrs and 13.30 to 16.30hrs.
- Three weeks ago (after) his death, (Junior M.) He stopped going to the mechanics house and helping him. He just found out later that he was having a relationship with a Police lady who just transfer to Tanna Police from Vila.
- On Wednesday 18-10-00 Junior Mckoon went and see him asking him to take him down to Tafea Coop. He drove him to the shop and he saw him buying some twisties, cornflakes, 2 x slippers(children), Rice and some other goods. He drove him at 08.00hrs and 14.00hrs ~~to~~ to the shop. Thats the last time he saw Junior until Tuesday 24-10-00 when he was told that he hanged himself.
- I also spoke with Joana Vileamu wife of Pc. Willie Vileamu. She said she didn't aware of the Relationship but she just suspected it when she saw Junior M. buying food and other things and giving them to Pc. Julian Ben.

She confirmed that Junior never come regularly to their house when he just transferred but when Pc. Julian transferred to Tanna and coming to their house, he saw Junior coming regularly.

Sometimes he will just sit and not say anything and when Pc. Julian finishes work he will go close to her and wanted to talk with her. They never went out of sight but they usually sit outside the kitchen with the kids around them.

3.6 - INTERVIEWING JULIAN BEN

I conclude my interview with Pc. Julian on the 25-10-00 at 16.38hrs.

During our interview she admitted that Late Junior Mckoon approached her just days after she arrive in Tanna and requested her for a relationship. She didn't say yes to him but she told him about her problem and also her husbane is in Vila and they have three children. He told her to find someone to help her file for divorce. Any expenses will be payed by him and he insisted that he must do it quick.

TO O.C. PEIAR KALO MO SUPERINTENDENT

FAKEAR RACOU MO AMIPUSWOMEN

Long MANIS ia sunday No-2. Mo mi uk
hem Long PRISON RULTS - PRISON RULL hem
Rait blong blokem FRIEN - Oli gat Rait nomo to
Savdy blong yumi of PRISONER.

DATE/ 3/10/2000

Mi JUINAR Mi TOKTOK Long JOHN-GREEM abou
Mi mo JULY - HEM i Talem se i ORAIT blong mi save
wefem JUINAR. BE Lo Bikaind Oli TALUS long

Mi wantem save from? mi no stop JUMP Long noi
Mi no stop meakem head insaet long PRISON.

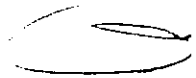
BE mi stop LUK TALUS long of POLICE long.

Mi mo JULY mitufata i TOKTOK STREET finish. oli
oli kamout Lo of POLICE ia - TOM - GARCIA - JOHN - CREW
Mi LUK se oli TALUS from Mitufata.

Ol Quiston Bai yufata i ANSWER i go long PAPA
Mi wefem MAMA blong mi -

GOD PLES YU ALL.

first time to
this after 3

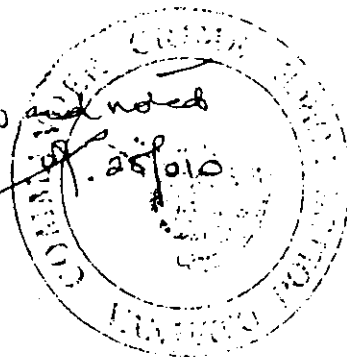


TO: A/Compol.
ACP Crime
OCPD(s)

FROM: OCPS
TAFEA Police Patrol
TANNA

DATE: 24th October 2000

SUBJ: REPORT COVERING DEATH BLONG LATE JUNIOR MACGOON



01. GENERAL

Junior Macgoon, Island Fiji, Nationality Ni-Vanuatu ibeen born long 22 March 1974. Hemi should be sentenced to 2 years imprisonment commencing 27th January 2000 to 27 January 2002 after we President hemi been realisem hem under condition long New Milionium.

Hemi been transfer out long Prison long Vila and come long Tanna long 04th July 2000. Hemi been transfer icome long Tanna from hemi wantem come stap quite and study good long Bible.

02. CONDUCT/ATTIDUTE

Junior since we hemi arrive long 04th July 2000 long Tanna, hemi been quite smol time nomo and after hemi startem backeken fasin blong hem we istap workem long Vila.

- Askem money olbout se bambae hemi refundem. (eg. Mr. Johnny Tao - 15.000vt) etc..
- And some Workshop oli been stap afterem hem from some part blong truck
- Hemi stap mekem one underground movement long place ia blong arrangem one married blong hem.
- Hemi been askem one woman blong oli blockem blong hem time hemi stap go worship long AOG church long Lenakel.
- Junior hemi stap worry long time finis icome after we mama blong hem hemi been ringem hem long 25/09/00 and toktok wetem hem.
- Junior hemi no stap listen tumas long all Police officers.

03. PRISON

- Strenght - 9
- Convicted one - 4
- Remand - 5

REPUBLIC OF VANUATU
PUBLIC WORKS DEPARTMENT
P.O. Box 26, Tanna
Tafea Province - VANUATU
Tel +678 68689



REPUBLIQUE DE VANUATU
SERVICE des TRAVAUX PUBLICS
B.P 26, Tanna
Tafea Province - VANUATU
Fax +678 68655

Date : 20th July 2000

Ref : 53 / 2000

TO: John Graham
Officer Incharge
Tafea Prison House
Isangel Tanna

SUBJECT: TANNA PRISON HOUSE ELECTRICAL INSPECTION

This is to notify you that the inspection that has been carried out at the Isangel Prison by the PWD Electrician had shown that with all the naked wirings and unnecessary live terminals, it is too risky to keep prisoners there. So with respect and security, the prison house must be fully electrically renovated or the officer's lives will be at great risk.

Attached is a list of all materials needed and the labour costs.

Thanks for your cooperation.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Peter Ferry Nivia', written over a horizontal line.

PETER FERRY NIVIA
PWD Electrician
Isangel Tanna



PC. WILLIE VILIAMU
PRISON SECTION
TANNA

18th August 2004

Office of the Ombudsman
PMB 081,
PORT VILA

24 AUG

Dear Sir,

**SUICIDE OF INMATES JUNIOR MACKON ARTHUR UNDER PRISON
CARE IN YOUR PRELIMINARY FINDINGS (6.2 Finding 2)**

Mi kat honour mo respect blong forwardem short report ia I kam long office blong yu concernem subject above.

Mi bin recievem report long office blong yu long dated 12th August 2004 long 14.00hrs long Isangel Police Station.

Long preliminary findings emia long 6.2 Finding 2 blong you we you bin statem I stap long report blong yu. Mi stap mekem statement ia blong confirmem se hemi no true se mi bin absent long duty time incident I happen. Mi bin on duty ful day long Sunday 22nd October 2000 from 07.30hrs to 16.30hrs and from se I kat shortage long manpower (prison warder) mekem se mi stap standby long house after long working hours from late Junior Mackoon ibin talemout long mi se hemi mas ded.

First check blong mi over long late Junior Mackoon emi long 24.00hrs 23rd October 2000, but hemi stap sleep long bed blong hem. Second check 01.30hrs, late Junior Mackoon I sleep yet. Third check 02.30hrs bat hemi sleep yet. So long last check 08.00hrs, mi no bin ko inside but mi stap long main door and listen carefully from cell No: 10 we late Junior Mackoon I sleep long em I kolosap long main door. Mi listen but mi no harem any noice mi think se I stap sleep so mi ko sidaon undernit stampa blong mango emia long yard blong prison house nomo. Mi sitdaon about half an hour olsem then mi ko back long house blong mi.

Long 06.00hrs early morning 23rd October 2000 mi ko blong check bakeken time ia nao mi ko mo noticem se hemi bin hangem hem one I ded istap (hemi sidaon I stap we I ded finis).

Blong addemup se mi bin tryem every effort blong mi olsem Prison warder
blong guard over long late Junior Mackoon but smol time nomo mi mestem late
Junior Mackoon hemi causem ded blong hem one.

Emia nomo concern blong mi over long report blong office blong yu.

Willie Villiamu

WILLIE VILLIAMU (PC.)
TANNA PRISON SERVICE - TAFEA



1-31/14
"F"

VANUATU CORRECTIONAL SERVICE
JOINT COMMAND HEADQUARTERS
VANSEC HOUSE – Bougainville Street

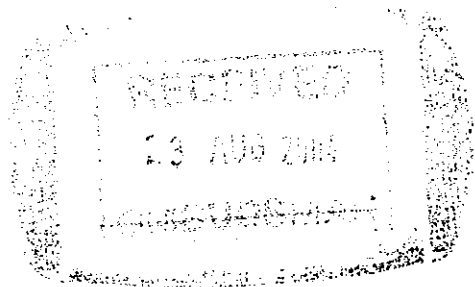
Private Mail Bag 014
PORT VILA

Tel (678) 26 570 Ext. 120
Fax (678) 22 075

REPUBLIC OF
VANUATU

Your Ref:
Our Ref: VPS11/0/0
Date: 12 August 2004

Mr. Hannington G ALATOA
Ombudsman of the Republic of Vanuatu
Pilioko House
PMB 9081
PORT VILA



Dear Sir,

RE WORKING PAPER ON THE SUICIDE OF INMATE JUNIOR MALCOM ARTHUR UNDER THE PRISON CARE

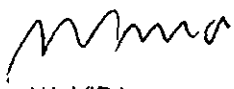
Thank you for your letter dated 6 August 2004 concerning the draft report on the above mentioned caption.

We have studied through your preliminary findings and the recommendations given in this report and we are pleased to confirm that we concurred with the first working paper content. However, I wish to emphasize here that your office may perhaps overlooked the followings areas in your investigation which may had been also contributed to the main causes of the incident. Had they been addressed by both the Government and Police Headquarter it would strengthen the prison capacity and reduced the likely hood of such incident to happen?

- a. Your investigators failed to identify the manpower problem which was stated in Lt Kensy's letter. The approved prison warden strength for all prisons is 45 as per the 1997 Strategic Review where Tanna Prison was given a man power strength of 7 personnel whilst the remaining figures were distributed to the Prison in Vila and Santo where prison population is normally high. With the strength of 4 on the date of the event and 1 (one) man per eight hours shift duty, it may sound unbelievable to others but for one prison warden to work a late shift he or she does not have the supernatural power and strength to watch every single minute in each inmate cell. It needs at least 3 men to do this job effectively.
- b. The operation budget was some VT10,256,925m and it covered mainly rations for inmates and other incidentals, and nothing had been given for building repair maintenance.

- c. The prison authorities were well aware of the prison building structural defects through normal prison monthly reports, and yet no direction had been given to improving the prison building in Tanna.

Yours Sincerely,



W. VIRA
Major
Assistant Superintendent of Prison



At the same time, significant manpower efficiencies can be achieved by the rationalisation of headquarters and support personnel proposed in this review. Greater outputs can be realised by the multi-tasking of different areas within the force (e.g. there is no reason why general duties, traffic duties and fire arms cannot be carried out by the same officers provided shift numbers are adequate and are adjusted according to the time of day). The new remote area policing role for the Mobile Force, the introduction of the special constables and an expanded criminal investigations unit will free up additional general duties police.

The following table (Table 1) sets out the proposed manpower of the force according to the main operational elements in the new, more integrated force structure. The figures provide for a significant increase in the CID area while maintaining numbers in the other key operational units. The total of 680 officers (including civilian staff) is sufficient to allow the new operational concepts to be introduced and to cover the additional training, while imposing the discipline to ensure that the maximum use is made of the available manpower. The Police Commissioner will, of course, retain the flexibility to move officers between different areas of the force according to current operational priorities.

Table 1: Proposed Future Manpower by Function

Force Element	Joint Force	Police	Mobile	Maritime
Headquarters	30			
Police Operations North		112		
Police Operations South		144		
Criminal Investigation Department		42		
Maritime Wing				26
Surveillance and Response			94	
National Support Unit			146	
Training	10			
Administration	21			
Prisons		45		
Special Branch		7		
National Disasters Management	3			
Totals	680	350	240	26

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