



Inspecting policing
in the public interest

Bermuda Police Service (Public Document)

**Inspection commissioned by
His Excellency, Sir Richard Gozney, KCMG CVO,
Governor and Commander-in-Chief
and
Michael DeSilva, CPM FCMI, Commissioner of Police**

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Executive Summary

The Bermuda Police Service (BPS) is not subject to statutory inspection by Her Majesty's Inspectorate of Constabulary (HMIC), but has been inspected at the request of His Excellency, the Governor, Sir Richard Gozney, KCMG CVO, in consultation with the Commissioner of Police (CoP), Michael DeSilva, CPM FCMI. The inspection was conducted by HM Assistant Inspector of Constabulary, Mr Vic Towell, MBA DipCrim (Cantab). Terms of Reference are at Appendix A.

The inspection included a review of documents and performance data and a preparatory visit to Bermuda between 06 and 10 June 2011, which provided an opportunity to obtain a detailed understanding of the policing context. The inspection continued with a further series of structured interviews, focus groups and reality checking conducted between the 07 and 10 November 2011.

This report opens with contextual information about Bermuda, its police service, crime statistics and public satisfaction levels. Brief commentary is made regarding progress against the 11 recommendations from HMIC's 2003 inspection, seven of which are considered to still offer benefits to BPS and are therefore retained and incorporated within this report.

HMIC has identified seven key strategic recommendations for the BPS. Additional and more specific tactical issues have been suggested directly in a separate report to His Excellency the Governor and the Commissioner of Police for their consideration. This includes workstreams that have started and should be progressed further, and those that need initial development. HMIC accepts that due to a variety of circumstances it may not be appropriate for all the suggestions to be adopted and implemented in full; but we would encourage the Force to assess and prioritise those which will, proportionate to cost and with the minimum of bureaucracy, yield the greatest improvements for Bermuda.

The report is structured to start from a high level strategic assessment of oversight and direction through intelligence, understanding of gang-related violence, options to eradicate the problem, measuring outcomes and delivery through proficient staff. Crime statistics are at Appendix B, and a list of Acronyms and Abbreviations at Appendix C.

The Force vision is to make Bermuda safer: and statistically, this is increasingly being achieved. Bermuda is essentially a safe place to live, work and visit, with overall crime levels both relatively low and declining. However, increases in serious violence and in the use of firearms by gang members since 2009 are significant concerns, and therefore provide the focus of this inspection.

The BPS Commissioner and Senior Management Team (SMT) are committed and focused on delivering a quality service to the communities of Bermuda. They have a clear vision, which is embedded throughout the Force; but they could develop further the concept of a unique Bermuda policing style. The Governor and government ministers are well informed about developments within policing, but some clarity of responsibilities and accountability would be useful in streamlining governance and oversight reporting lines and processes. Government and community endeavours need lasting and coordinated political support –

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challenging in an election year. Delays in the announcement of annual funding settlements and absence of medium term agreements also creates challenges for longer term financial planning. The introduction of a more rigid annual planning cycle and a three-year funding envelope would assist in more prudent planning and delivery of value for money principles. The Force's strategic and annual plans are out of date and require updating.

The reallocation of resources to tackle gang-related violence and deliver effective investigations appear to be reaping rewards. Several violent and high risk offenders have been incarcerated following successful prosecutions, and the number of homicides and firearm incidents during 2011 is decreasing. However, it would be naive to consider the problem of gang violence to be solved – particularly as new concerns are surfacing suggesting more unpredictable behaviour by younger gang members. The BPS should reinvigorate efforts from all areas of the organisation by appointing a senior responsible officer able to marshal resources and maintain impetus through the daily delivery of a violence reduction strategy. This will be best achieved if partners and other community stakeholders are fully engaged through committing resources and joint accountability.

Understanding gangs sufficiently in order to disrupt and dismantle them is best achieved through a continuous supply of information and intelligence from Force resources, partners and communities. The BPS Information Technology (IT) systems lack functionality and do not operate efficiently. There is no force intranet and record management systems lack functionality. Technical improvements are in progress and additional resources have been secured, but the expectation upon officers to gather and submit intelligence could be made reinforced and communities encouraged to come forward with intelligence. This will only be achieved if there is greater confidence in the security of information, and accountable tasking. There are also opportunities for the BPS to expand covert intelligence activities.

There are numerous separate community groups, but they lack co-ordination. The Force has demonstrated a commitment to community-style policing, particularly through the introduction of the Community Action Teams (CATs). CAT members will be most effective if they can forge strong relationships across the various communities, and their role would be enhanced if there was a community engagement strategy providing a corporate structure to their work. An abstraction policy with a default position that the CAT staff are only reassigned if absolutely necessary would assist in this regard. Community integration could also be improved if the officers investigated minor crimes in their area. The BPS may wish to consider the introduction of Community Support Officers (CSOs) as an additional, and cheaper, neighbourhood-based resource. In the absence of a statutory requirement for partnership working there is increased pressure upon the police and government agencies to explore methods to coordinate joint working.

The BPS enjoys high levels of support from the public, who are increasingly satisfied with the service they receive; but improvements can always be made. The Force has introduced some measures to enhance performance management but there is a need to reinforce the message by defining success and ensuring accurate and relevant information is used to measure performance in key areas of policing. There are no targets and few management structures which give ownership for the delivery of performance improvements. The proposal for full introduction of Performance and Development Reviews (PDRs) provides opportunities for greater focus upon individual and organisational performance.

Delivery of strategic intentions will be best achieved if the organisation has the right staff with the right skills. It is clear that within the BPS there are many competent officers and staff, committed to the organisation and the public. Officers display high and impressive standards of personal appearance. The Force should consider introducing a talent management processes for the early identification of officers and staff who show the potential for leadership positions and specialist roles, and look to address the under-representation of female officers. There are opportunities for cost reductions through the civilisation of posts not requiring the execution of police powers. In addition, the ratio of constables to supervisors and senior managers is lower than in many other forces.

In preparing this report HMIC has remained cognisant of the findings in the Joint Select Committee, *Report on Violent Crime and Gun Violence in Bermuda*, with which there are several consistent themes.

HMIC recognises the unique policing environment in Bermuda, including the challenges of operating in virtual isolation and without some of the specialist skills and departments expected of a UK police force. Given the resources and finances available the BPS is an effective and efficient organisation which is constantly exploring methods by which to improve. This report seeks to contribute towards that process.

Recommendations

HMIC recommends that the Bermuda Police Service should:

1. Develop a Strategic Plan which sets out the direction and objectives for the Force over the next three years. The document should include a vision, mission and values and be refreshed annually.

2. Construct an Annual Policing Plan for 2012/13 as a delivery mechanism to achieve the desired outcomes within the Strategic Plan.

3. Articulate the benefits to Government of a strict process to confirm police budgetary settlements in advance of the financial year end, and complete a medium-term financial plan.

4. Consider the appointment of a dedicated gang violence delivery lead (perhaps at superintendent level) with personal responsibility for managing a violence reduction plan on a daily basis, and who is accountable to the Commissioner.

5. Encourage the formation and participation in multi-agency partnerships aimed at eradicating gang-related violence.

6. Develop covert and overt tactical options and incorporate them in a violence reduction strategy, with prevention, enforcement and rehabilitation outcomes.

7. Commence a Human Resources programme to modernise the workforce through a range of initiatives which aim to increase the recruitment of Bermudians, identify and support talented officers and staff for progression, secure a proportionate representation of female officers, and civilianise non-police posts.

Background

The Role of Her Majesty's Inspectorate of Constabulary

HMIC has a legal responsibility to independently assess police forces and police activity in England, Wales and Northern Ireland in the public interest. This can include all areas of policing such as neighbourhood teams, serious crime and terrorism. In preparing inspection reports, we ask the questions which informed citizens would ask, and publish the answers in an accessible form, using our expertise to interpret the evidence. We provide authoritative information to drive improvements in policing services to the public.

The public want their police to succeed in keeping people and property safe and secure. It is in their interests that the quality of policing continues to improve and so, at HMIC, we monitor and report on force performance and policing activity to encourage improvements to be made.

We will always try to see policing through the public's eyes. Our reports will be clear, jargon-free and designed to be accessible, measured, objective, statistically reliable and authoritative.

We also provide high-quality professional advice, using experienced officers and other experts (such as lawyers and accountants) to identify 'best practice' which all forces can aspire to. We will encourage operational excellence and, increasingly, a good deal for the public in terms of value for money.

Much of our work relates to the mainstream police forces in England and Wales, together with the Police Service of Northern Ireland (PSNI) and British Transport Police (BTP). For the BPS, as with the island forces in Jersey, Guernsey and the Isle of Man, HMIC inspection activity is undertaken by invitation.

This Inspection

In November 2010 and after consultation with the Commissioner of Police, Michael DeSilva, His Excellency, the Governor, Sir Richard Gozney, KCMG CVO formally invited HMIC to undertake an inspection of the BPS. Terms of reference were agreed which focused upon gang-related violence, but also included requests to review: progress against recommendations from HMIC's 2003 inspection, intelligence-led policing, problem-orientated partnerships, performance management, armed response, call management and response strategy.

HMIC staff examined BPS documents and performance data. A preparatory visit to Bermuda was undertaken between 06 and 10 June 2011 to assess the scale of issues to be inspected, examine gang operating areas and obtain a thorough understanding of the policing context. The inspection continued between 07 and 11 November 2011, with a visit by Her Majesty's Assistant Inspector of Constabulary (AIC) Vic Towell for two of these days. This visit with other HMIC staff included a series of structured interviews and focus

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groups across all police ranks and roles, attendance at tasking and other meetings and interviews with key stakeholders in partner agencies, the Government and community groups. In total, over 100 officers, staff and partners were interviewed and contributed directly to the inspection findings. In addition a number of reality checks were conducted through unannounced attendance at meetings and visits to police premises.

In preparing this report HMIC has remained cognisant of the findings in the Joint Select Committee, *Report on Violent Crime and Gun Violence in Bermuda*, with which there are several consistent themes. This report provides seven strategic *Recommendations* around key issues which the Force may wish to consider, and a number of more tactical options which are labelled *Areas for Improvement*. HMIC accepts that due to a variety of circumstances it may not be appropriate for all of these to be implemented, but we would encourage the Force to assess and prioritise those which will, proportionate to cost, yield the greatest improvements for Bermuda. HMIC has also recognised areas in which the Force is achieving high standards as *Strengths* and issues which are underway but yet to realise full potential, *Work in Progress*.

Force Overview and Context

The BPS is not subject to statutory inspection by HMIC, but has been inspected at the request of His Excellency, the Governor, Sir Richard Gozney, under his reserved powers of external affairs, internal security and the policing and in consultation with the Commissioner of Police. The inspection was conducted by HM AIC Mr Vic Towell.

Bermuda Constitution

Bermuda is the oldest self-governing British Overseas Territory, having held its first parliament session in 1620. Since 1968 it has had its own constitution, which sets out a structure of government. Queen Elizabeth II is head of state and is represented in Bermuda by a Governor. The Governor appoints a number of senior government positions, including the puisne Judges, Police Commissioner, the Auditor General and the Parliamentary Registrar. The Governor invites the leader of the largest party in Parliament (the Premier) to form a government. The Premier is head of government in the elected House of Assembly.

The Government of Bermuda consists of a Governor, a Deputy Governor, Premier, a Cabinet, and a Legislature based on two legislative chambers, a Senate and a House of Assembly. A Minister for National Security has delegated responsibilities for the Bermuda Police Service under the Police Act 1974.

In 1620 the laws of England and Wales became applicable in Bermuda and since 1968 Bermuda has enacted statutes on all domestic issues. In some cases it has adopted UK legislation, such as elements of the Police and Criminal Evidence Act (PACE). Other fundamental pieces of UK criminal legislation, such as the Regulation of Investigatory Powers Act (RIPA) and Criminal Procedure and Investigatory Act (CPIA), have not been incorporated within Bermudian statutes.

The Judiciary is independent of the executive and the legislature. Military defence is officially the responsibility of the United Kingdom, but Bermuda maintains its own military force, the Bermuda Regiment, staffed in the main with male conscripts from the age of 18.

Bermuda Police Service

The BPS undertakes all the traditional roles one would expect to see in a British police force. There are currently 436 police officers, 28 police staff, and 65 reservists. The ratio of officers to resident population is relatively high at 1:127 (1:157 in Cayman and 1:350 in England & Wales). Officers and staff are recruited from Bermuda, the Caribbean and United Kingdom. A contingent of about 14 constables are scheduled to start initial recruit training in January 2012. Remuneration and terms of service conditions for BPS officers are considered favourable compared to UK and Caribbean forces.

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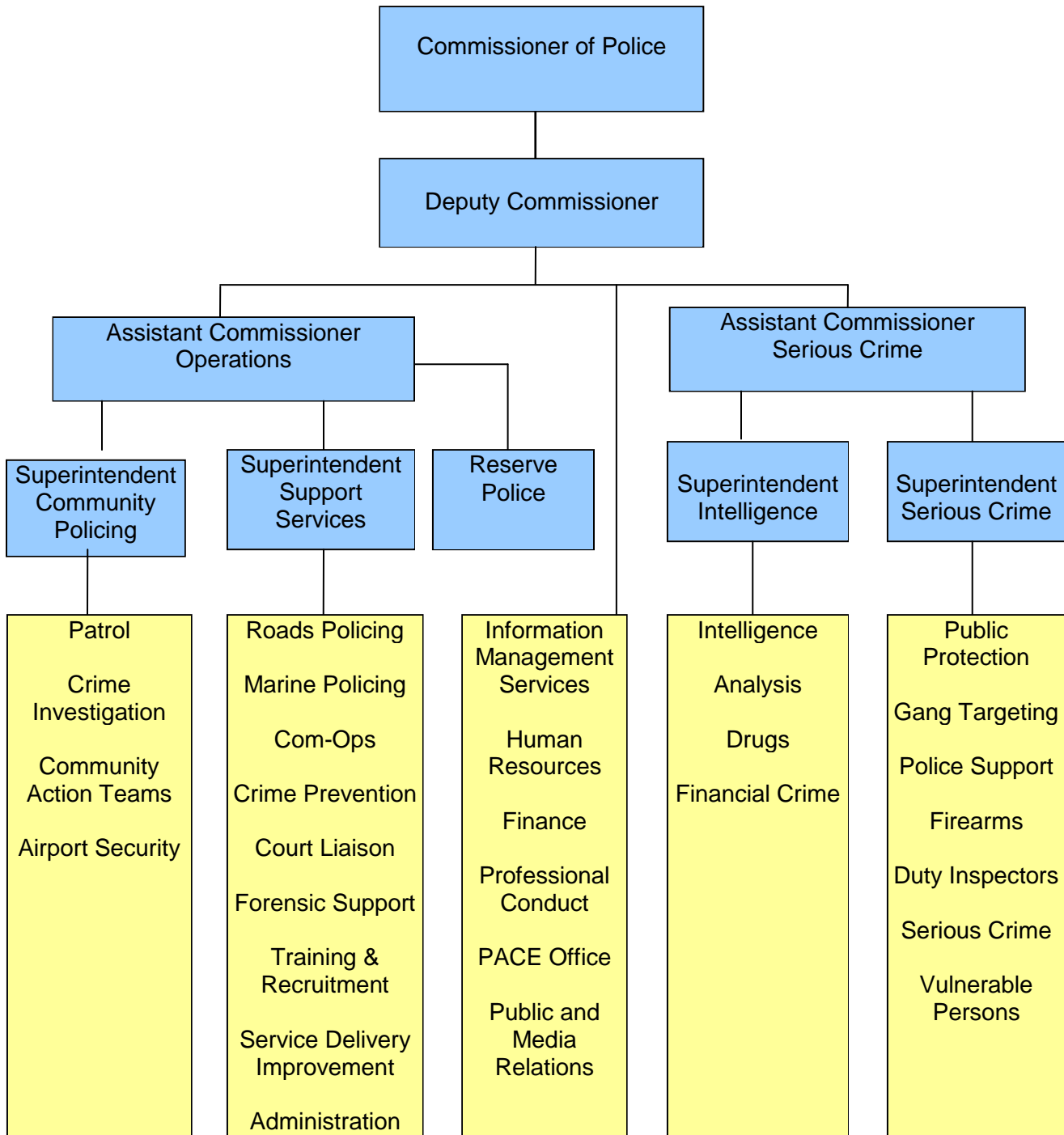
The 2010 Annual Policing Plan announced a new Mission Statement for the BPS: *Making Bermuda Safer*. The BPS is organised into three functions: operations, serious crime and corporate services, which are sub-divided into community policing, support services, reserve police, human resources, information services, finance, professional conduct, serious crime and drugs & intelligence.

Due to the geographical size, population and the number of BPS staff, many officers multi-task, and some carry responsibilities in several areas of policing. This is generally in contrast to the UK (where most forces would dedicate individuals to one specialist role), but necessary in the circumstances.

In addition to the provision of generic policing responsibilities, the BPS faces pressures upon resources caused by the number of tourists and several major events throughout the year, such as National Day, Cricket Cup Match and Classic Rugby.

The Senior Management Team (SMT) consists of a Commissioner, Deputy Commissioner, two Assistant Commissioners (AC Operations and AC Serious Crime) and four Superintendents (Support Services, Drugs & Intelligence, Serious Crime and Community Policing). In addition there are nine chief inspectors and 28 inspectors. This organisational structure is illustrated on page 11.

Bermuda Police Service Structure



The Force Area

Bermuda consists of 181 islands over 53.2 km², policed entirely by the BPS. It is approximately two hours flight from North Carolina, USA, which is its nearest land point. Bermuda is a diverse community of about 64,000 residents residing in nine parishes and two municipalities. In addition to residents there were a total of 585,266 visitors during 2010, 60% of whom are on cruise liners and yachts.

Bermuda has one of the highest global GDP per capita and a vibrant economy due to a healthy reinsurance sector and tourist industry.

Partnership Structures

There are no statutory partnership arrangements with the police along the lines of the UK Crime and Disorder Reduction Partnerships (CDRPs), Local Strategic Partnerships (LSPs), Local Criminal Justice Groups (LCJGs) or Drugs and Alcohol Action Teams (DAATs). However, in response to the intensifying gang violence the government have recently formed a tiered Inter-agency Gang Task Force (IGTF).

Reported Crime

Bermuda has historically experienced relatively low crime levels compared to its Caribbean neighbours. Consistently low levels of crime generated little pressure upon the police to evolve and respond to new policing challenges – until 2009, when the island suffered the start of a continuing series of gang-related homicides. Overall crime peaked in 2002 at 6,127 reports, compared to 4,575 during 2010. In that year there was a decrease of 738 offences or 14.2% compared to 2009. Indications are that 2011 will be lower again.

The Force does not routinely collate crime detection data. It is therefore not possible to assess performance in terms of the ratio of crimes recorded to number of persons charged, reported for summons, or cautioned, or offences taken into consideration. It is intended that the new record management system, Memex, will capture some or all of this information.

Gang Violence

The BPS is beginning to address the change required in their style of policing, working with partners to combat gang-related crime more effectively. In 2008 there was one firearm related injury. During 2009 four people were killed and 13 injured through the use of illegal firearms. In 2010 it was seven and 29 respectively, and five and 10 during January to November 2011.

During the first three quarters of 2011 there have been eight murders in Bermuda (five of them gang-related), a rate well above the global average of 6.9 per 100,000 population, ten times higher than that in the UK (1.2 per 100,000) but still favourable to many neighbouring Caribbean countries.

During 2011 63% of homicides were committed using a firearm¹. Seventy-five per cent of murder victims during 2011 were aged 20–29 years and 75% were male.

¹ There are about 135 legally held firearms at regulated shooting clubs.

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	2007	2008	2009	2010	2011*
Claims of gunshot heard	2	4	21	77	38
Claims of firearm seen	1	12	25	50	32
Recovery of firearm or ammunition	4	16	21	25	28
Person shot or forensic shooting	4	2	17	46	20

*January 2011 to November 2011 only

The number of confirmed (forensically) and unconfirmed firearm incidents during 2010 was 197 (70 confirmed and 127 unconfirmed). Unconfirmed reports are where members of the public believe they have heard a firearm being discharged. These figures reflect a growing trend, with 10 (7 and 3) in 2007, 34 (18 and 16) in 2008, and 83 (37 and 46) in 2009; this may be attributed to a number of factors, such as a greater willingness to report to the police. In the first nine months of 2011 there were 37 confirmed firearms incidents and 51 unconfirmed.

Of the 70 forensically confirmed incidents in 2010, 36 people were killed or injured in 30 separate incidents, with the other 40 incidents involving police recovering a part of a firearm, live ammunition or discharged ammunition.

Public Satisfaction

Satisfaction with the service provided by the Bermuda Police Service has increased over the last six months to reach the highest levels seen during the past two years. Almost six in ten residents (58%; up 4 points) now express satisfaction (i.e. ratings of 7–10) when asked how they rate the service received from the police.

Consistent with previous results, satisfaction with the Service increases significantly with age. Levels of dissatisfaction (ratings 1–4) among residents remain low (11%, unchanged). Levels of dissatisfaction were significantly lowest among residents of Pembroke/Devonshire parishes.

Inspection Findings and Report

Overview

This report is presented under seven main headings. A summary of progress from the 2003 HMIC inspection is followed by commentary which begins with the strategic landscape, and then introduces some options for how desired outcomes may be achieved, arranged under the following headings:

- Governance and Strategic Direction
- Understanding and Dealing with Gang Violence
- Intelligence and Analysis
- Community Policing and Problem Solving
- Performance Management
- Workforce Modernisation

HMIC 2003 Inspection Recommendations

Prior to the pre-inspection visit in June 2011 the BPS provided a status report for the 11 recommendations from the HMIC 2003 inspection to identify those outstanding and those completed. These have been reviewed and it is suggested that, as they are now eight years old, they can be discontinued. However, those which retain relevance have been incorporated into this current report.

The following list indicates which of the 2003 recommendations remain relevant and which are finalised.

- 1: Review content, format and distribution of intelligence products. **(Retained)**
- 2: Increase in analytical capacity to drive intelligence-led policing. **(Retained)**
- 3: Introduce a response policy and target times for graded incidents. **(Retained)**
- 4: New legislation for witness protection. **(Finalised)**
- 5: Review response to vehicle crime. **(Finalised)**
- 6: Key performance measurements to include specific measurable targets. **(Retained)**
- 7: Review crime recording practices. **(Finalised)**
- 8: All probationers complete the required number of days working with a trained and experienced tutor constable. **(Finalised)**
- 9: Government of Bermuda to bring forward refurbishment and rebuilding of police premises. **(Retained)**
- 10: Early completion of complaints and an effective, long-term solution to the investigation of complaints against police officers. **(Retained)**
- 11: Improve informant handling procedures. **(Retained)**

Governance and Strategic Direction

HMIC is aware that the delivery of policing objectives is reliant upon sound direction and control, both from within- and external, to the police service. Without strong leadership it is difficult for an organisation to develop and continually meet public service expectations. For this reason it is considered important that the inspection includes an assessment of governance and strategic direction arrangements.

The BPS Commissioner and Senior Management Team are committed and focused upon delivering a quality service to the communities of Bermuda. They have a clear vision which is embedded throughout the Force but could develop further the concept of a unique Bermuda policing style.

His Excellency, the Governor and Government ministers are well informed about policing through regular personal briefings. However, some clarity of responsibilities would be useful in streamlining governance and oversight reporting lines and processes between the Commissioner, Governor, Government and Premier.

Challenges exist to longer term planning within the BPS due to the absence of strict funding settlement deadlines and medium-term agreements. The introduction of a more rigid annual planning cycle, well in advance of each financial year, and a three year funding envelope would assist in more prudent planning and delivery of value for money principles.

The Force's strategic and annual plans are out of date. The Force continues to work towards the 2010 Policing Plan priorities, namely tackling crime, enhancing public confidence, policing with the community, modernising the service, and optimising performance. This situation impacts upon the delivery of priorities in the short and medium term and diminishes the focus generated through a control strategy and strategic intelligence requirements.

The Force is progressing a number of improvement programmes. Examples include, the introduction of a records management system, expansion of the performance framework and development of covert capabilities. These should be delivered through an over-arching implementation plan which fully considers interdependencies and addresses implications for streamlined and least disruptive integration.

Understanding and Dealing with Gang Violence

The movement of resources to tackle gang-related violence and deliver effective investigations appear to be reaping rewards. Several violent and high risk offenders have been incarcerated following successful prosecution, and the number of homicides and firearms incidents during 2011 is decreasing. It would however be naive to consider the problem of gang violence to be solved; and new concerns are surfacing which suggest more unpredictable behaviour by younger gang members. A focus continues to be required across Government to maintain this downward trend, towards eradication - or at least reduction to a more manageable level.

The BPS should reinvigorate efforts from all areas of the organisation by appointing a senior responsible officer. He or she would be able to marshal resources and maintain impetus through the delivery of a violence reduction strategy, which incorporates innovative

prevention, enforcement and rehabilitation objectives². This will be best achieved if partners and other community stakeholders are both fully engaged through committing resources, and joint accountable.

Intelligence and Analysis

Understanding gangs sufficiently in order to disrupt and dismantle them relies upon a continuous supply of information and intelligence from Force resources, partners and communities. Decision making is less successful if based upon insufficient knowledge. The BPS can improve its chances and the frequency of effective decision making through developing a culture which gathers widely, analyses in detail, shares appropriately and actions efficiently.

Technical improvements to Force IT systems are in progress and additional intelligence resources have been secured, but the expectation upon officers to gather and submit intelligence could be reinforced and communities encouraged to come forward with intelligence. This will only be achieved if there is greater confidence in the security of information, and accountable tasking.

There are opportunities for the BPS to expand covert intelligence activities once clear processes and guidance are agreed and documented.

Performance Management

The BPS enjoys high levels of support from the public who are increasingly satisfied with the service they receive but improvements can always be made. The Force has introduced some measures to improve performance management and have commissioned external consultants who at the time of inspection were due to deliver recommendations soon. There is a need to reinforce the message to define success and ensure accurate and relevant information is used to measure performance in key areas of policing.

The Force sets its priorities working with the Governor but there is little evidence of public consultation, no targets and few management structures that give ownership for delivery of performance improvements. The full introduction of Performance and Development Reviews (PDR) provides opportunities for greater focus upon organisational and individual performance. The SMT should encourage completion of PDRs by example.

There also needs to be a greater focus upon partnership working, with an embedded 'problem-solving' approach where outcomes are assessed and lessons learnt.

Community Policing and Problem Solving

The people of Bermuda enjoy a strong sense of belonging which sees several different cultures living and working peacefully together. There are numerous separate community support groups, but they lack co-ordination.

² See the UK Merseyside Police *Strategy for Reducing Gun Crime* (Restricted)

The Force has demonstrated a commitment to community-style policing, particularly through the introduction of the Community Action Teams (CATs), which provide a highly visible police presence throughout Bermuda.

The CAT members will be most effective if they can forge strong relationships across the communities. Their role would be enhanced if there was a community engagement strategy to give greater corporate structure to their work, and an abstraction policy with a default position that they are only reassigned if absolutely necessary. Community integration could also be improved if the officers investigated minor crimes within their geographical area.

The BPS may wish to consider the introduction of Community Support Officers as an additional neighbourhood-based resource. These officers support regular staff but with fewer powers, a shorter training period and at reduced cost.

Workforce Modernisation

Delivery of strategic intentions will only be achieved if the organisation has the right staff with the right skills. It is clear that within the BPS there are many competent officers and staff, committed to the organisation and the public. Visually officers are smart and set high standards of appearance.

The Force should consider introducing a talent management processes for the early identification of officers and staff who show the potential for leadership positions and specialist roles, and look to address the under-representation of female officers.

There are opportunities for cost reductions through the introduction of Community Support Officers and the civilisation of posts not requiring the execution of police powers. In addition, the ratios of constables to supervisors and senior managers are lower than in many other forces. These initiatives should be evaluated to identify benefits and disadvantages in the context of Bermuda.

The training needs analysis should be completed and linked to the PDR process in order to prioritise areas of greatest benefit to mitigate areas of higher risk. Distance learning is one avenue that could be explored.

The Force should consider introducing regular anonymous staff surveys as an organisational health check and as a mechanism to demonstrate improvements and responsiveness to staff concerns.

Appendix A: Inspection Terms of Reference



INSPECTION OF THE BERMUDA POLICE SERVICE (BPS) **BY HER MAJESTY'S INSPECTORATE OF CONSTABULARIES (HMIC)**

TERMS OF REFERENCE

Commissioning/Reporting

The inspection is commissioned by the Governor and Commander-in-Chief, Sir Richard Grozny in consultation with the Commissioner of Police. HMIC will report directly to the Commissioner.

Ownership

Ownership of the final inspection report is vested in His Excellency, the Governor.

Recommendations

The recommendations included in the final report are not binding on the Governor, Government of Bermuda or the BPS.

Scope of the Inspection

The inspection included a number of areas of core policing but with a focus upon the violence associated with guns and gangs.

1. Review of 2003 Inspection (11 recommendations, 29 suggestions)
2. To discuss policing issues with the Governor, Ministers and officials of the Government of Bermuda, the Commissioner of Police and members of the BPS and representatives of the community.
3. To examine policing objectives, performance indicators, targets and policing plans, including the deployment of resources, operational policies and processes and

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administrative and other support systems with a view to assessing the effectiveness, efficiency and quality of service of the BPS, particularly as they relate to:

- a. tackling gun, gang and violent crime
 - b. intelligence-led policing
 - c. problem oriented policing and partnerships
 - d. performance management.
4. To provide professional advice to the Governor and Commissioner of Police on current policing issues, including the management, command and deployment of armed officers and the reduction of calls for service through the use of differential response.

Appendix B: Bermuda Crime & Incident Statistics

	2006	2007	2008	2009	2010	2011*
Overall Crime	5,111	5,423	5,550	5,333	4,575	3,206
Crimes Against the Person	751	824	871	925	804	537
Crimes Against Property	3,678	3,886	3,945	3,510	2,864	2,050
Crimes Against Community	682	713	734	898	907	619
Firearms Offences		10	17	38	120	44
Person Shot or Evidence	3	3	1	14	39	
Firearms Recovered				6	7	
Firearms Seen	5	1	12	26	50	
Gunshots Heard	5	2	4	20	77	
Firearms Seized				9	10	
Traffic Collisions	2,839	3,006	2,458	2,287	2,258	1,487
Drug Activity	512	325	372	513	980	719
Calls for Service	29,897	29,262	29,350	39,429	40,197	32,366
Arrests			3,255	4,556	5,082	3,644
Stop & Search				3,720	9,419	18,477

*January to September 2011

Appendix C: Acronyms and Abbreviations

AC	Assistant Commissioner of Police
ACPO	Association of Chief Police Officers
AFI	Area for Improvement
AIC	Assistant Inspector of Constabulary
ANPR	Automatic Number Plate Recognition
ARO	Armed Response Officer
ARV	Armed Response Vehicle
BPS	Bermuda Police Service
BTP	British Transport Police
CAT	Community Action Team
CCTV	Closed Circuit Television
CDRP	Crime and Disorder Reduction Partnership
CHIS	Covert Human Intelligence Source
CID	Criminal Investigation Department
ComOps	Communications and Operations Room
CoP	Commissioner of Police
CSI	Crime Scene Investigator
CSO	Community Support Officer
CSU	Community Safety Unit
DAAT	Drugs and Alcohol Action Team
DNA	Deoxyribonucleic acid
DPP	Director of Public Prosecutions
DSU	Dedicated Source Unit
ERT	Emergency Response Team
FCU	Financial Crime Unit
HE	His Excellency, The Governor.
HMI	Her Majesty's Inspector of Constabulary
HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HOLMES	Home Office Large Major Enquiry System
IGET	Inter-agency Gang Enforcement Team
IGTF	Inter-agency Gang Task Force
IT	Information Technology
LCJG	Local Criminal Justice Board
LSP	Local Strategic Partnership

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MIRSAP	Major Incident Room Standard Administrative Procedures
MOU	Memorandum of Understanding
NCALT	National Centre for Applied Learning and Technology
NCRS	National Crime Recording Standard
NIM	National Intelligence Model
NPIA	National Policing Improvement Agency
PACE	Police and Criminal Evidence Act
PCA	Police Complaints Authority
PCU	Professional Conduct Unit
PDR	Performance and Development Review
PIP	Professionalising Investigation Programme
POCA	Proceeds Of Crime Act
PoISA	Police Search Advisor
PPE	Personal Protective Equipment
PPO	Prolific Priority Offenders
PSNI	Police Service of Northern Ireland
PSU	Police Support Unit
RIPA	Regulation of Investigatory Powers Act (2000)
SB	Special Branch
SCU	Serious Crime Unit
SEG	Strategic Executive Group
SIO	Senior Investigating Officer
SMT	Senior Management Team
TTC	Tactical Tasking and Co-ordinating
UK	United Kingdom