

strength, determination +



p e r s e v e r a n c e



BERMUDA
POLICE
SERVICE

2 0 0 3 A N N U A L R E P O R T

Vision Statement

The Bermuda Police Service, focusing on its core functions, is operating at full strength and is supported by an effective and efficient Human Resources Department and civilianisation process. Facilities are specifically built or adapted to meet the unique demands of modern policing. Proven technological and support equipment as well as the required financial resources are utilised.

Its highly trained and respected Bermudian Commissioner is heading an effective, apolitical management team that is practicing shared leadership of a disciplined Service. Consistent application of policies reflects its values, mission and vision. Effective training and development programmes continuously enhance job performance and meet individual and organisational needs.

The communication process is open, honest and respectful. It flows effectively, both internally and externally. It is working in partnership with the community and other agencies to provide the necessary education and information that enhances these relationships. There is a safe, practical and healthy work environment for all. An effective welfare policy and enforced code of conduct promote openness, trust and unity.

Its members have access to legal representation and funding when a complaint has been lodged. Through unified representation, all members are covered by an equitable medical policy and are provided with similar benefits.

Introduction

Section 62 (1) (c) and (d) of the Bermuda Constitution set out the responsibilities of the Governor of Bermuda for the internal security of Bermuda and the Bermuda Police Service.

The operational control of the Bermuda Police Service (BPS) is vested in the Commissioner of Police by virtue of the Police Act 1974. The BPS exercises its authority under several pieces of legislation – but the primary ones are the Criminal Code, the Police Act 1974, the Misuse of Drugs Act 1972, various other Acts relating to Traffic offences and Proceeds of Crime.

In 1977, the Governor, by Section 62 (2) of the Constitution delegated certain administrative responsibilities of the BPS to the Minister responsible for Labour, Home Affairs and Public Safety.

Those delegated responsibilities are:

- Establishment matters
- Recruitment
- Training
- Equipment
- General Organisation
- Finance
- Community Relations



**The Hon. Randolph
Horton, JP, MP**
*Minister of Labour,
Home Affairs
and Public Safety*



BERMUDA
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His Excellency The Governor
Sir John Vereker, KCB
Government House

Your Excellency,

It is my honour and pleasure to submit this report on Policing
in Bermuda for the year ending December 31, 2003.

A handwritten signature in blue ink that reads "Jonathan D. Smith".

Jonathan D. Smith, CPM, BSc, Dip Crim
Commissioner of Police

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2003 THEME On the afternoon of September 5, 2003, Hurricane Fabian, the worst storm to hit Bermuda in 50 years, violently damaged the Island's coast. After the storm had passed, it was now time for the recovery process to begin. At the forefront were the officers of the Bermuda Police Service who, during this time, displayed their willingness to rise to the occasion and their readiness to take on any task.

Commissioner's Foreword

2003 will long be remembered for the destruction and tragedy of Hurricane Fabian. For the first time in our history, the Bermuda Police Service suffered loss of life from the wrath of a hurricane. With that in mind, we remember those members of the Service who lost their lives in the hurricane with a special tribute to them in this Annual Report.

The year was also marked with many operational successes as the Service continues to counter crime, drugs and disorder in the community. We have committed to do this while at the same time have an eye to the future and to ensure that the Service is well positioned to police these Islands in what is an increasingly globalised and complex setting. The move towards formal accreditation from the Commission for the Accreditation of Law Enforcement Agencies (CALEA) is a significant step. The launch of this initiative this year will reap benefits in years to come as the Service establishes formal policies and directives for the way it conducts its business and administrative affairs. When all is done, the officers and staff of the Bermuda Police Service will have the distinction of working in a properly accredited law enforcement agency.

Keeping with the theme of raising professional standards, the Service was inspected during the year by Her Majesty's Inspectorate of Constabulary (HMIC). This HMIC inspection, which largely endorsed the path the Service was on, was completed for the first time in May. Since then, the Service has been active in addressing the various recommendations of the HMIC Report.



Jonathan D. Smith, CPM, BSc Dip Crim
Commissioner of Police

We are coming to the end of the second year of our Strategic Plan 2002-2004. A number of initiatives and objectives were set out in the Plan as we seek improvements operationally, administratively and in our technical support areas.

All of our achievements in the past 12 months would not be possible without the sheer hard work, determination and commitment from the staff. The officers, support staff, Reserve Police and our industrial staff are to be commended for their work throughout 2003. As Commissioner, I am, once again, indebted to their hard work and look forward to the same level of commitment in 2004 and beyond.

Jonathan D. Smith, CPM, BSc, Dip Crim

Commissioner of Police

IN MEMORY

In 2003 the Bermuda Police Service lost four members of our family, the latter three during Hurricane Fabian. Their dedication, sacrifice and commitment to the country and to the Bermuda Police Service will always be remembered. May they rest in peace and may the perpetual light shine upon them.

Chief Inspector Norman Karl Ingemann

Chief Inspector Norman Karl Ingemann joined the Bermuda Police Service as a Police Cadet in 1971 and became a Constable in 1973. On his basic training course he became the first Bermudian to be awarded the Police



Baton of Honour. He began his long-serving career with the Bermuda Police Service as a patrol officer in the Central Division. He worked in many departments including CID, Traffic, Motorcycle Patrol Section and as a Parish Constable. At the time of Mr. Ingemann death he was Chief Inspector of Operational Support Unit.

Constable 287 Stephen Symons

Constable Stephen Symons was born on April 21, 1966. He was educated at the Central School, St. George's Secondary School, and the Bermuda College, graduating with Distinction. He joined the Police Cadets, then the Bermuda Police Service where he worked in various units and departments such as the Police Garage, Traffic and on C Watch in St. George's until September 5 when he tragically lost his life during Hurricane Fabian. The Bermuda Police Service is honoured to have had Stephen "Chicken" Symons as member of the Service.



Constable 2134

Nicole O'Connor

Constable Nicole O'Connor was born on January 30, 1974 and was educated at St. David's Primary and The Berkeley Institute where she received an O level in History.

She joined the Bermuda Police Service on December 2, 2002. PC O'Connor, while on Recruit Foundation Course 62, was awarded the coveted Baton of Honour, which is awarded to the Recruit who performs the best in all disciplines on the course. She was described by a colleague as: "PC O'Connor had it all, she was very intelligent and guaranteed to bring a smile on everyone's face. She had a great outlook on life."

Station Duty Officer (SDO)

Gladys Saunders

Station Duty Officer Gladys Saunders attended the Purvis Primary school and the Prospect High School for Girls. In 1993 she joined the Bermuda Reserve Police, and in June 1996 she joined the Bermuda Police Service as one of the first Station Duty Officers. A work mate remembered Gladys as "a kind person who would do anything for you, a mother figure to her colleagues. She was also an advisor." SDO Gladys Saunders was truly one of a kind.



Remit of the Commissioner of Police

JONATHAN D. SMITH, CPM, BSc, DIP CRIM

PUBLIC & MEDIA RELATIONS

The Bermuda Police Service's Public and Media Relations Office (PMR) is arguably one of the busiest media/public relations offices in Bermuda. Some continue to voice concerns as to whether or not it is necessary to be so accessible to the media. Sir Robert Mark former Commissioner of the Met stated "It matters very little whether police officers accept the press at its own valuation or not, it is an irrelevant. Whether we like it or not, the fact is that we need the press, radio, television, and the Internet. The media will to a great extent determine our relationship with the people. The press in a free society is the best protection the police can have and there is not better protection than the press having as full access as possible."

The PMR office serves as a liaison between the Bermuda Police Service and the public. Good public relations involve good media relations, since the media is at the core of the key messages reaching the community. Over the past year the PMR office continued to develop positive relations with the various media outlets in Bermuda using the media as a vehicle to display the positive aspects of the Service. These opportunities came in the form of interviews on television and positive articles in various newspapers. In a normal year, the PMR office fields an average of 3,500 calls from local and international media.

However, as a result of Hurricane Fabian, the PMR office took over the management of the Emergency Measures Office (EMO). This was in conjunction with the Department of Communication and Information (DCI) and the Bermuda Regiment's Public Relations Office.

The EMO and Emergency Broadcast System started its operation on Friday September 5, 2003 and remained in service until Sunday September 7, 2003. During that time the phone lines were constantly monitored. Throughout those two and a half days of broadcasting, the call frequency was approximately two per minute. The total call volume was 2,140. These included local calls as well as overseas calls. The office served as the central hub for interacting and informing the international media as to what was happening in Bermuda. The office provided invaluable service to Bermuda, informing and reassuring the community that steps were being taken to return the island to normal. Special thanks go out to Private Robin Simmons who wore two hats with the PMR and the Bermuda Regiment, Paul Sofianos who served as a relief disc jockey, Private Thaa Dill, Lieutenant Wayne Caines of the Bermuda Regiment and Nea Talbot, John Burchall, and Valerie Pethen of Government's DCI.

The recruitment drive continued to be a source of pride for this office as the Public and Media Relations Department created a campaign tailor-made to the specific needs of the Service using print and electronic mediums to rewarding effect.

The PMR office looks forward to using the media, technology, and creativity to effectively serve the Bermuda Police Service in 2004.

EMERGENCY MEASURES ORGANISATION (EMO)

The Emergency Measures Organisation is the primary incident response co-ordinating authority in Bermuda for mitigating the effects of natural or man-made disasters. The EMO consists of Government and non-Government organisations and is chaired by the Minister responsible for Labour, Home Affairs and Public Safety. The Director of Operations for the EMO is the Commissioner of Police.

One planning meeting was held during 2002 and the EMO Standing Instructions were updated. In direct contrast to the frequency of meetings held during 2001, owing to several tropical storms and hurricanes in the Bermuda area and the response to terrorist incidents in September 2001, 2002 was a very quiet year with a lack of tropical systems. Consequently, there were no extraordinary meetings of the EMO during the year.

Hurricane Fabian

On August 25, 2003 a vigorous tropical wave emerged off the coast of West Africa, and moved westward through the Cape Verde Islands. By August 27 the deep convection associated with the system had formed into a tropical depression.

With favourable atmospheric and oceanic conditions the tropical hurricane named Fabian strengthened fairly steadily and became a tropical storm on August 28 at position 15° 00'.0N 36° 12'.0W and developed into a hurricane by August 30 at position 16° 18'.0N 45° 12'.0W. Hurricane Fabian travelled on a westward to west-north westward heading for several days and then turned toward the northwest while continuing to decelerate over the next couple of days.

A trough moving off the east coast of the United States provided the mechanism to turn Fabian in a more northerly direction at which time it also increased in forward speed. It became evident at this point that Hurricane Fabian was a potential threat to Bermuda and the EMO assembled to ensure that resources were in place to keep the public informed and restore the island in the aftermath of the storm.

On Friday, September 5 the hurricane passed over the Island. The 1800 UTC position update from the National Hurricane Center, Florida, reported Hurricane Fabian in position 31° 16'.0N 65° 06'.0W and the eastern eye wall of the hurricane was observed locally to move over Bermuda around 2000 UTC (1700 hours local time) on the same day.

Unfortunately, due to a loss of power, the official wind measurements from the Bermuda Airport (TXKF) anemometer ended at 1935 UTC on September 5. However, the following wind speeds were recorded around the Island;

- Cable & Wireless (elevation 280 feet above sea level) recorded a sustained (10 minute average) wind speed of 105 knots with gusts of 131 knots. Warwick Tower (elevation 220 feet above sea level) recorded sustained winds of 104 knots gusting to 127 knots. Bermuda Harbour Radio (elevation 255 feet above sea level) recorded sustained winds of 102 knots with a gust to 143 knots.
- Since these observations were unofficial and at elevations significantly higher than 10 metres, it is difficult to use them to make an accurate assessment of the hurricane's strength when it hit Bermuda, but all indications would suggest this was a Category 3 hurricane on the Saffir-Simpson scale. The lowest recorded sea level pressure was 950mb recorded at 2100 hours UTC on September 5 at Cambridge Beaches Hotel in Sandys Parish.

The effect of Hurricane Fabian on Bermuda was considerable and resulted in the tragic deaths of four persons who were swept off the Causeway during the height of the storm. Constable Stephen Symons, Constable Nicole O'Connor, Station Duty Officer Gladys Saunders and civilian, Mr. Manuel Pacheco were crossing the Causeway around 2:30 pm when they were swept into the water together with their respective Police vehicles. Despite a thorough search of the surrounding waters of Ferry Reach, Castle Harbour and the North Shore, only the body of Constable Stephen Symons was recovered.

The Island suffered extensive damage to vegetation and there was considerable roof and other structural damage to many houses around the Island, coastal damage and the loss of and significant damage to boats and other marine craft. Property damage was estimated to be around 250 million dollars islandwide. Some buildings had more severe damage possibly due to tornadoes (although there were no confirmed sightings). Considerable coastal erosion took place particularly on the south shore where wave heights were estimated to be in the region of 20 to 30 feet with an estimated storm surge of 10 feet.

A number of Police buildings suffered roof damage including St. George's Police Station and most of the buildings at Prospect. The main Combined Operations radio room lost part of its roof, but fortunately the communications equipment was not significantly damaged and operations were able to continue uninterrupted.

The EMO During the Aftermath of Hurricane Fabian

The value of the Emergency Measures Organisation was evident in the aftermath of Hurricane Fabian in being able to bring together the key ministries, utilities and organisations which were able to restore the Island's infrastructure, clear roads of trees and debris and cater to the needs of those who had suffered structural damage to their homes.

While the entire Island pulled together to assist, much credit must be given to the work of the Department of Works & Engineering who faced the mammoth task of rebuilding the Causeway after it had suffered extensive damage and had been breached in several places.

The Bermuda Electric Light Company (BELCO) and Bermuda Telephone Company (BTC) worked endlessly to restore electrical and communication services.

The resources of the Bermuda Regiment and the Department of Parks were critical in clearing up the highways and assisting with other restoration efforts.

The assistance of private companies, who used their executive jets to bring in needed supplies such as generators and tarpaulins, was very much appreciated.

It is not possible to mention every department that assisted, but the ability of the EMO to ensure the efficient pooling of resources was evident in the remarkably quick recovery following such widespread damage.

Definitions and Conversions

Tropical Storm – defined as having sustained winds of 34 – 63 knots.

Hurricane – defined as having sustained winds of 64 knots or greater.

UTC – Universal Co-ordinated Time (same as Greenwich Mean Time) – subtract 3 hours for local time on September 5.

To convert knots to miles per hour – multiply by 1.15 (i.e. 100 knots equals 115 miles per hour).

The information regarding Hurricane Fabian contained in this report is courtesy of the National Hurricane Center website – www.nhc.noaa.gov

Remit of the Deputy Commissioner of Police

GEORGE L. JACKSON, CPM, DIP CRIM

CORPORATE SERVICES

CALEA

On May 1, 2003, the service signed up for a voluntary three-year accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA). This is in support of the Strategic Plan 2002 – 2004 to “improve existing standards and develop new standards where necessary, and also to ensure that a mechanism is in place to monitor and maintain these standards.”

CALEA is based in the United States of America and was formed by the International Association of Chiefs of Police (IACP); The National Organization of Black Law Enforcement Executives (NOBLE); The National Sheriffs’ Association (NSA); and the Police Executive Research Forum (PERF). CALEA now services law enforcement agencies in the US, Canada, Barbados, British Virgin Islands and Bermuda.

CALEA has established 444 standards that reflect the best professional requirements and practices for law enforcement agencies. The standards provide a description of “what” must be accomplished and allow wide latitude in determining “how” to achieve compliance with each applicable standard. This approach allows independence and is key to understanding the universal nature and flexibility of the standards approved by the Commission.

The position of the Service Inspectorate has been combined with that of Accreditation Manager to manage the accreditation process.

The Service has begun the process of self-evaluation to determine which of the standards the Service is in compliance with and which standards require work. Managers within the Service are actively working on the development of new policies to address specific accreditation standards. Future plans include overhauling the existing Service Standing Instructions to bring them up to date and to standardise their format.

To assist in the process, the Service has partnered with the Peel Regional Police in Ontario, Canada. Peel Regional Police have been accredited by CALEA for several years and are providing valuable advice.

After three years, an inspection team will visit the Island to determine whether the standards have been met.

INTERNATIONAL LAW ENFORCEMENT PARTNERSHIPS

The continuing trend of globalisation continues to affect the way in which criminal enterprises work and flourish across multiple jurisdictions. Bermuda is no exception and to counter the work of criminals who seek to commit offences in Bermuda and in other countries, the Bermuda Police Service maintains important partnerships with the Drug Enforcement Administration (DEA) in the US and the Federal Bureau of Investigation (FBI). Investigative and logistical support is provided to the BPS by the DEA’s Newark Field Division in New Jersey and from the FBI’s Legal Attaché in Barbados. In addition, the BPS is committed to and maintains close working and liaison relationships with the following overseas agencies:

| | |
|---------------------------------------|-------------------------------------------|
| Egmont Group | Financial Action Task Force |
| Caribbean Financial Action Task Force | Caribbean Anti-Money Laundering programme |
| Financial Crimes Enforcement Network | UK National Criminal Intelligence Service |
| Interpol | Royal Canadian Mounted Police |
| US Secret Service | Metropolitan Police (UK) |
| Jamaica Constabulary | Department of Homeland Security |
| Canadian Customs Service | US Coast Guard |
| El Paso Intelligence Centre | |

Close working relationships are also maintained with the Police Services of the Caribbean region through membership in the Association of Caribbean Commissioner’s of Police (ACCP). The Commissioner of Police currently holds an Executive position on the ACCP in the capacity as Second Vice President.

18TH ANNUAL ACCP CONFERENCE

The Bermuda Police Service hosted the 18th Annual Association of Caribbean Commissioners of Police (ACCP) Conference from May 22 to May 27, 2003 at the Fairmount Hamilton Princess Hotel. This year's conference theme was "Community Policing – Understanding the Concept, Sharing the Experience." The conference was well attended with representatives from the Caribbean, US, and Europe taking part in discussion panels and presentations. The Association of Caribbean Commissioners of Police was formally established in 1987 in Castries, St. Lucia by a resolution passed by 13 members on August 20 of that year. The mission of the ACCP is to be the principal regional organisation for collaboration and co-operation in the development and implementation of policing strategies, systems and procedures; the professional and technical skills development of police officers; proactive measures to prevent crime and to improve police community relations. The ACCP has also adopted six core values which embody its ideals and philosophy: commitment to quality service, collaboration and co-operation, professional and ethical standards, community partnership, respect for human rights and gender and cultural sensitivity. The Bermuda Police Service had the honour of hosting this year's conference in only its third year of membership in the ACCP. Topics covered during the six days included Community Policing in the Region and the Way Forward, CARICOM Law Enforcement & Security Initiatives, Terrorism and Cyber Crime as Emerging Threats to the Region and Understanding the Nature and Context of Youth Crime, Violence and Deviance. At this year's conference, Police Commissioner Jonathon Smith was elected to the post of Second Vice President marking the first time that a Bermudian Police Commissioner has held an executive position on the ACCP. The next conference was held in Trinidad and Tobago in 2004, and it is anticipated that the theme will focus on policing and youth crime trends in the region.

HER MAJESTY'S INSPECTORATE OF CONSTABULARY INSPECTION

At the request of His Excellency the Governor Sir John Vereker KCB, an inspection took place of the Service in May 2003 by Her Majesty's Inspectorate of Constabulary (HMIC), Mr David Blakey. In previous years the Overseas Police Adviser of the Foreign and Commonwealth Office has inspected the BPS. In view of the changing role of the Advisor, His Excellency the Governor, with full support of the Commissioner of Police requested that Her Majesty's Inspectorate of Constabulary conduct the Inspection of the Service.

The Inspection Report was completed by August 2003 and the Service is in the process of addressing the recommendations contained within the report. The report made a number of key observations about the Service:

- The Service has undergone a number of changes in the last 10 years, including the introduction of strategic plans for the Service and the implementation of a number of recommendations of the Serious Crime Commission held in the year 2000. There has also been a substantial realignment of operational staff into the Operational Policing Division, with headquarters' divisions in support of it.
- The Service has a firmly embedded strategic plan that is driving the Service forward. Strategies are being written in key areas in support of the strategic plan, and the meeting structure broadly supports the needs of the organisation.
- The Service is working well with its key partners. Her Majesty's Inspector (HMI) looks forward to the new multi-agency national strategy for tackling drugs in Bermuda, recognised by the Service as key to addressing a significant percentage of crime on the Island.
- The Service has made headway towards the implementation of intelligence-led policing; however there is still some way to go. Essential systems and processes are still not in place, and senior managers recognise that they are about one-third of the way towards being able to target crime and other problem areas effectively.
- There are a number of opportunities for the Service to increase the availability of patrol time through a review of the incidents attended and the method of response. Drug enforcement is an area of strength, and improvements are underway in the investigation of serious crime through the implementation of recommendations made by the

Serious Crime Commission. Witness protection must be improved upon. White-collar crime is seen as a priority area for improvement, both by the Service and the Governor and Government. Significant increases in resources available to financial investigation should be matched within fraud investigation. The incidence of vehicle crime is high, and a review is needed of the Service's response in this priority area of crime. Road policing has benefited from problem-solving techniques, making Bermuda a safer place. This achievement can be enhanced by improvements in drink-drive enforcement.

- Community Beat Officers have been deployed to work with the community to find lasting solutions to local problems, thus reducing demand for other operational staff.
- The Service is just embarking on the adoption of performance measurement and accountability, something that Her Majesty's Inspector applauded. Improvements can be made by making the targets more specific, widening their scope and by holding individuals and teams to account once those targets are determined.
- Whilst Officers have been given quite a range of safety equipment for use on patrol, they are less safe in the buildings that they have to work in, some of which are in contravention of health and safety orders. Personal observation by Her Majesty's Inspector confirmed that not only were the buildings unsuitable and unsafe to work in and to take prisoners to, they were also in stark contrast to other Government buildings in Bermuda.
- Her Majesty's Inspector met many hard-working, dedicated staff who acted with integrity and honesty in their various roles within the Service. However, there are certain processes that are not as robust as they should be, in particular complaints against police and informant handling.

The inspection report set out recommendations that Her Majesty's Inspector believes will help move the Service into the 21st century.

Recommendation 1: that a review be conducted of the content, format and distribution of the intelligence products currently available to ensure that they fully meet user needs.

Recommendation 2: that the Government of Bermuda and the Commissioner work together to find both an immediate solution to the lack of analytical capacity in the Service, and a longterm strategy to ensure that trained analysts are recruited in sufficient numbers to ensure that intelligence-led policing is given a chance of success.

Recommendation 3: that a response policy be written following consultation with the public, which ensures that only the incidents that require police attendance are responded to and allows officers to go to the most serious incidents quickly. The Service should also review the method by which calls for assistance are dealt with in order to maximise the amount of patrol time available to watch officers. This will enable target times to be set for responding to different grades of incidents.

Recommendation 4: that the Government of Bermuda consider amending the legislation to ensure that full and immediate protection for all witnesses is given under the law.

Recommendation 5: that a review take place of the Service's response to vehicle crime, in particular the number and line management of staff responsible for improving performance in relation to prevention and detection in this priority area of crime.

Recommendation 6: that the key performance measurements of the Bermuda Police Service should include specific measurable targets for achievement.

Recommendation 7: that a review of crime recording practices is conducted, giving consideration to providing comprehensive guidance and training to staff, central input of crime reports and effective auditing of records.

Recommendation 8: that a firm approach be taken to ensure that all probationers complete the required number of days working with a trained and experienced tutor Constable. Any barriers to this should be addressed separately as soon as possible.

Recommendation 9: that the Government of Bermuda examine its capital works project to see if there is any way that funds set aside for refurbishment and rebuilding police premises can be brought forward. In his view, this is a matter of urgency, and needs to take place as soon as possible for the safety, efficiency and welfare of all Police, prisoners and other members of the public who visit and work in police premises.



Recommendation 10: that immediate action be taken to ensure that the Service completes complaints enquiries in a timely manner, and that consultation takes place with the Police Complaints Authority on an effective, longterm solution to the investigation of complaints against police officers in Bermuda.

Recommendation 11: that the Service re-examines its approach to the handling of informants, and puts a system in place that would withstand outside scrutiny.

The Service is grateful for the timely completion of this Inspection and for the recommendations. The Service remains proud of the fact that it is one of the few organisations that routinely undergoes external inspections and publicly reports on the findings of such inspections. This demonstrates its commitment to transparency and accountability to the general public – so essential for policing in these times.

EXECUTIVE MEETINGS

In recognition of the dual reporting relationship that exists by virtue of the Constitution and the authority delegated to the Minister of Labour, Home Affairs and Public Safety, the Commissioner's Office ensures that notably open lines of communication exist between the Bermuda Police Service and Government House and the Bermuda Police Service and the Ministry. Meetings are held with H.E. The Governor on a regular basis and tend to focus on critical operational issues as well as more sensitive internal security matters. Meetings with the Minister also occur on a regular basis and focus on operational matters – in particular those that affect public safety as well as the broad array of administrative, public relations and budgetary matters affecting the Service.

The Commissioner of Police sits as a member of the Bermuda Law Enforcement Review Group (BLERG) Committee which is chaired by H.E. The Governor. Four meetings are held per annum and the Committee considers the detailed submissions from the Bermuda Police Service and other agencies on crime, public order, drugs, traffic and other security matters connected with public safety.

STRATEGIC EXECUTIVE GROUP

The Commissioner of Police chairs the Service's Strategic Executive Group (SEG) which consists of the most senior managers, Police Officers and civilian managers, within the Service.

The SEG met several times during the year with the following objectives:

- To determine the overall strategy of the Service through the establishment of key objectives and priorities
- To prepare strategic plans as necessary
- To determine the organisational structure that can best deliver the strategy
- To implement and oversee key portfolio responsibilities within the Service
- To communicate that strategy and other key decisions to the Service and the community
- To determine the staff and budget levels within the Service subject to directions, policies and guidelines from the Ministry of Finance

With the Service's 2002 – 2004 Strategic Plan well underway, the SEG concentrated its decision-making on finalising the Service's Zero Based Budget submissions and new business cases for the fiscal year.

RESEARCH, DEVELOPMENT & INNOVATION UNIT

The Commissioner established the (RDIU) in May 2001 from the Project Renewal and Implementation Team. The RDIU works under the direction of the Commissioner and consists of an Inspector and Constable. Its mandate is to provide research and development support to the Senior Command Team and the Policy Committee, and to undertake projects at the direction of the Senior Command Team and/or Policy Committee. It is also charged with developing innovative solutions to current or projected policing or administrative systems.

During the year the RDIU conducted research on a number of projects. In 2003, the Bermuda Police Service resumed recruiting trained police officers from the UK and the Caribbean. RDIU was tasked with coordinating recruitment and was involved in collating applications, processing and short listing, setting up interview schedules and attending the UK and Caribbean on two occasions to assist in interviewing candidates. During the year, RDIU processed over 2200 applications from candidates applying to become police officers from the UK and Caribbean region.

The RDIU also continued its work with the Strategic Plan 2002-2004. This involved attending meetings of the Strategic Executive Group and providing logistical support to assist in the implementation of the Strategic Plan's initiatives. RDIU was tasked with coordinating the review of the existing Vision statement. This task involved coordinating a steering committee which oversaw the process. The RDIU developed and completed a mail-in survey of the entire Service to gauge the feelings of members on the existing Vision. The results of the survey were used by a cross representational group who met and reviewed the Vision. A new Vision was developed and the RDIU coordinated the production of new Vision posters to replace existing ones.

During the year, RDIU staff worked on a number of committees including the Murder Manual Review and Local Recruiting Committees. In addition, members of the Unit also lectures at the Training Centre on appraisals, health and safety, Vision, Mission and Core Values as well as on the Crime Management Strategy.

The officer in charge of the Unit also provided support to the Strategic Executive Group and the Policy Committee.

The RDIU staff also attended a Commission on Accreditation for Law Enforcement Agencies (CALEA) seminar and continues to assist the CALEA manager as the BPS works toward CALEA accreditation. The RDIU continued working on a review of the Police Discipline Code, the development of a Professional Standards Unit and the implementation of additional performance indicators for the Service.

c o u r a g e



kur/ij: n. 1. The quality of mind or spirit that enables one to face difficulty, danger, pain, etc. with firmness and without fear; bravery.

2. the heart as the source of emotion.

p r o f e s s i o n a l i s m

pre fesh/e neliz/em: n. 1. Professional character, spirit or methods.

2. The standing, practice or methods of a professional, as distinguished from an amateur.



The willingness
to rise to the occasion

HUMAN RESOURCES DEPARTMENT

The Human Resources Department forms a vital part of the Corporate Services Division. Its functions are many, varied and encompass all personnel issues associated with employee recruitment, retention, training, performance, termination, resignation or retirement. Employees are selected in tandem with the Service's established competencies to ensure effectiveness and efficiency in service delivery. They are encouraged and motivated to develop their career through training and mentoring to their fullest potential in accordance to the organisation's Core Values and within the framework of the Service Strategy.

RECRUITMENT

Police Establishment:

There are 439 established police posts in the Service. At the end of this year there were 413 officers (329 male officers and 84 female officers). Following is the detail of the Service's establishment as of December 31, 2003:

| | | | |
|----------------------------------|--------------------|--------------------------------|----|
| Commissioner and Senior Officers | 3 | Service Attrition 2003: | |
| Superintendents | 4 | Dismissal | 1 |
| Chief Inspectors | 8 | Medical Discharge | 1 |
| Inspectors | 26 | Non Confirmation | 2 |
| Sergeants | 72 | Non Renewal of Contract | 7 |
| Constables | 326 | Resignations | 23 |
| Total Establishment | 439 | Retirements | 13 |
| Reserves | 180 | Deaths | 3 |
| | (posts filled 112) | Cadets | 14 |

Promotions:

During the course of this year, 17 persons were promoted. These promotions were as follows:

- Five officers promoted from Sergeant to Inspector
- Twelve officers promoted from Police Constables to Sergeants

There was one Chief Inspector vacancy and three Sergeant vacancies that were unfilled at the end of December 2003.

Local Officers:

The local recruitment initiative resulted in the hiring of 21 officers who were trained in two courses, namely Recruit Foundation Course (RFC) Number 62 and Recruitment Foundation Course (RFC) Number 63. The RFC 62 course consisted of 100 persons with 10 being successful in graduating on March 27, 2003. The RFC 63 course consisted of 57 persons with 11 being successful in graduating on October 2, 2003. The attrition rate of 64 officers in 2003 provided a constant challenge to the recruitment office in attracting qualified Bermudians to maintain the Service's established strength of 439.

Overseas Recruitment:

In an effort to maintain the Service strength, overseas recruitment and selection processes were done this year. A team consisting of three persons embarked on the process of overseas recruitment of trained officers in November 2002 to the UK in anticipation of augmenting the service strength due to the lack of qualified local applicants. Another team was sent to the West Indies in the first quarter of 2003 on a similar mission.

Two groups of 10 officers have since arrived, one in June 2003 and the other in September 2003, bringing the total of foreign officers joining the service to 20 officers in 2003. These are experienced officers with five or more years in their home service. Upon arrival in Bermuda, they are required to complete a Localisation Course. A team of three travelled again in October 2003 and in November 2003 to interview in the UK and Caribbean, in order to meet the projected deficit for 2004.

Civilian Establishment:

There are 101 civilian posts in the Service. Details of these posts are as follows:

Established Civilian Posts:

| | |
|---------------------------------------|----|
| BPSU represented civil servants | 74 |
| Vacant | 14 |
| BIU represented employees (full-time) | 11 |

Non-Established Civilian Posts:

| | |
|----------------------------------------------|---|
| Temporary Human Resources Officer (1 year) | 1 |
| Temporary Assistant Finance Manager (1 year) | 1 |

Other Posts:

| | |
|-------------------------------------------|---|
| Police Recreation Club Worker (part-time) | 1 |
| Self Employed Tailor | 1 |
| Consultant | 1 |
| Chaplain (part-time) | 1 |

Vacant Civilian Positions Filled in 2003:

New personnel were employed to fill the following vacancies this year:

- Secretary – Hamilton
- Manager – Technology Information Management Services (IMS)
- Manager – Police Recreation Club – Headquarters
- Administrative Assistant – Human Resources
- Administrative Assistant – Police Recreation Club Accounts
- Crime Prevention Officer
- Temporary Fingerprint Supervisor
- Station Duty Officer – Hamilton
- Secretary – Corporate Services
- Tape Librarian (filled temporarily)
- Outward Bound (filled temporarily)

Senior Managerial Positions:

Manager – Technology IMS and Manager – Finance

The Manager of Technology, one of the three Senior Managerial Positions within Corporate Services was filled in March of 2003. Police personnel had performed the functions of this post for an extended period while the post was being advertised for a permanent post holder. The other senior managerial post in this Division, Manager of Finance; became vacant in June 2003.

Contracted Civilian Positions:

A recruiting team went to the UK to interview prospective employees to fill a vacant Temporary Fingerprint Supervisor position in the Forensic Support Unit in the latter part of 2002. This position was filled earlier this year for a three-year contractual period.

Another civilian post filled by a contract worker was that of Crime Prevention Officer. A spouse of a Bermudian filled this post for a three-year contractual period.

Summer Employment of Temporary Police Officers:

There were no temporary Police officers hired during 2003.

Summer Employment Government programme:

This year the Service employed summer students in the Government programme. They were assigned through the Labour & Employment Office. They worked in the Service and supervisors provided mentoring and assistance in their development.

APPRAISALS

Civilian System:

The Government introduced a new performance appraisal system for all civilians. This was introduced in April of this year and training was provided for both employees and their supervisors at the Government Human Resources Department. Annual appraisals are done from the period of April 1 to March 31 of the preceding year.



HUMAN RESOURCE INFORMATION SYSTEM (Great Plains)

Computerised HRIS System:

The Great Plains Software System is a Human Resource Information System that will enable all employees to have access to demographic, leave and training data. This project has been ongoing since 2002. Information from General Orders which includes transfers, promotions, courses, postings, retirements and resignations is inputted and maintained. The information required for Commission for Unity & Racial Equality (CURE) reports are functional and the yearly report was generated this year from this System. Two technicians in the Information Management Services Department have been trained to generate crystal reports from this System. A presentation has been made to the Policy Committee and it is expected that Senior Officers will be trained to access information on this system in the early part of 2004.

Strategy and Policy Development:

The HR Department continues to strive to meet the individual as well as the Service's needs by the development of policies designed to achieve mutual benefit. Several policies have been worked on during the course of this year; two new ones were adopted and the status of others is still a work in progress.

The Fitness Policy

- The purpose of this policy is to standardise the Bermuda Police Service fitness requirements for applicants and probationary Constables. The role of police officers requires them to handle a variety of situations involving physically challenging tasks. Job related fitness tests will ensure that all new recruits meet the minimum level of fitness required in order to effectively carry out their duties and serve the public. The machinery required for implementing the new procedure has been purchased and is in use.

The Training Strategy

- The Training Strategy was approved and implemented this year by the Policy Committee. It covers training for all aspects of the Service at all ranks. In order to meet the rapid changes both globally and in the local community, the Service has to re-examine training continually to ensure that it aligns with its strategic intents. The Service is experiencing rapid and fundamental changes and developments in technology, operational requirements and law. It is imperative that appropriate and effective strategies for continuous professional development and training are maintained.

HEALTH AND SAFETY ISSUES

The Health and Safety Committee met four times in 2003 to address concerns raised by employees of the BPS about working conditions in several buildings. Air quality tests on several buildings were conducted by consultants. Remedial actions were carried out at a number of buildings with the Bettington Block at Police Headquarters requiring the most work.

Work was also carried out at the McBeath Block at Police Headquarters and at the Hamilton Police Station. Staff working in certain buildings were relocated so that the extensive renovations could be carried out.

The McBeath and Stourton Blocks were vacated and Works and Engineering removed asbestos floor tiles and replaced them with ceramic tiles. Carpeting was also removed from these buildings as well as from the Intelligence Division Offices in the Bettington Block, to reduce mould levels. High mould levels were identified in some offices and this led to the staff being relocated. High carbon dioxide levels (CO₂) were also identified as well as high levels of Volatile Organic Compounds (VOCs) in areas where a high concentration of photocopiers and printers were stored and ventilation was limited. Air filters were placed in those offices where there were concerns about VOCs and air quality and advice on ventilation to reduce CO₂ levels was dispensed where appropriate.

The catastrophic result of Hurricane Fabian had a massive effect on the infrastructure of the Service. A critical analysis of its impact at all locations was ascertained so that a practical and systematic approach could be undertaken to ensure proper management of damage repair to both estate property and equipment. The major health and safety concern was exposure to asbestos as a number of buildings with asbestos roofs sustained damage. This led to the evacuation of the Commercial Crime Unit whose offices in the MacBeath Block sustained heavy roof damage.

Additional health and safety concerns involved mould levels due to wet carpets. The damage sustained to the Training Centre led to the replacement of carpet with ceramic tile. The Health and Safety Committee sent out a special flyer for e-mail and notice boards with 'Tips for Safety of Employees' during this period.

Due to the age of most of the buildings in the police estate, certain challenges arise and these are constantly being highlighted as one of the major factors contributing to the low morale of workers. The Commissioner addressed this in 2002 when he compiled a list of concerns regarding the physical plant to be addressed through the assistance of the Ministry of Works and Engineering. Some of these concerns will require considerable expenditure as major renovations are required to meet the Health and Safety Standards. This was emphasised in the Inspection Report completed by Her Majesty's Inspectorate of Constabulary.

WELFARE & SUPPORT

The Service Chaplain

Chaplain services are being provided by Rev. Dr. Lloyd Duncan. He has attended and participated in all the passing out parades since his tenure. His services have extended to sick members, both locally and overseas. He is an active member of the Sickness Committee as well as the Child Care Committee. The Chaplain has taken time to visit the various police stations to familiarise himself with Officers and their work environment. He has provided counselling, advice and guidance to many of these Officers and their family members. He participated in the funeral service for the late Constable Stephen Symons and has provided constant support to his family over the past few months. The Chaplain has also worked very closely with the Human Resource Manager throughout this year, especially in the area of Critical Incident Stress Management (CISM) in the aftermath of Hurricane Fabian and other critical incidents.

Long Service Awards:

Long service awards are given to officers after a specified period for their years of service. A monetary gift is given to each officer that qualifies according to their tenure. Service Awards were also presented in the form of cash remuneration totalling \$120,000 given to 74 officers to commensurate services for year periods of six, 12, 18, 24 and 30 years.

Financial Assistance for Private Study:

The Financial Assistance programme for private study is in its third year of operation. Each financial year an allocation of \$28,000 is available for the specific purpose of enabling officers to pursue studies in approved areas on their own time whilst employed within the Service. This year a total sum of \$15,235.91 was awarded to nine officers to aid in the following areas of study:

- | | | |
|-------------------------------------------------------|--------------------------|----------------|
| • MSC in Security and Risk Management | University of Leicester | (Two officers) |
| • Associates Degree in Business Administration | Bermuda College | (Two officers) |
| • Bachelor of Science (Hon.) in Police Studies | University of Portsmouth | (Two officers) |
| • Advanced Graduate Diploma in Management | Athabasca University | (One officer) |
| • Bachelor of Science in Criminal Justice | University of Portsmouth | (One officer) |
| • Diploma in International Money Laundering | University of Manchester | (One officer) |

Critical Incident Stress Management

The Bermuda Police Critical Incident Stress Management team has had a year of mixed fortunes. The Welfare Officer, Miss Mira Ingemann resigned in July 2003 to further her education in the United States, and we experienced the tragic events of Hurricane Fabian in September. Support from the Human Resources Department and the commitment and dedication from the members of the CISM team ensured that the CISM programme continued and the welfare needs of the Bermuda Police Service and its members were met at this critical time.

The CISM team is supported by the Police Chaplain, Rev. Dr. Lloyd Duncan and has formed a closer partnership with the Bermuda Hospital's Critical Incident Stress Management team. The CISM team is presently made up of two co-ordinators and 18 peer Support Officers consisting of Police and counsellors from varied mental health professions.

Policing is a very stressful occupation that exposes its members to traumatic events which can affect one's physical and emotional well-being. The CISM team was activated and called into action several times throughout the year.

The team provided debriefing and interventions to its members for notable incidents such as a collapsed wall at the Bermuda College, where a single female lost her life under the rubble of the fallen embankment; and for the tragic death of three employees and a civilian during Hurricane Fabian. The team also provided intervention for road traffic incidents and fulfilled other requests when needed.

There were over 150 interventions and debriefings provided by the CISM team in 2003. Most of these were related to Hurricane Fabian. The assistance from the Bermuda Hospital team and the International Critical Incident Stress Foundation was greatly appreciated during the events of post-Fabian as members of the Service dealt with the death of their fallen colleagues.

The team has three persons trained in the Basic Group Crisis Intervention Course hosted by the Bermuda Hospital Board. Three others have been trained in the Law Enforcement Perspective for CISM Enhancement and further training is anticipated in 2004.

The CISM team meets once a month and has joint training initiatives with the Hospital CISM team. As a result of the efforts made by the CISM team in 2003, the Service received a special recognition certificate from the International Critical Incident Stress Foundation.

CAREER DEVELOPMENT UNIT

The Career Development Department of the Corporate Services Division is now in its fourth year and is run by an Inspector. The Career Development Officer (CDO) is responsible for the management of the career process for all Police



The readiness for any task

Officers below the rank of Inspector. This includes career counselling, the management of the appraisal system and the review and update of the Career Management Manual and more recently the management of the Promotion Interview Process.

The purpose of the CDO is to provide a systematic and planned approach to the management of job opportunities, assignments, training and development of staff and is designed to match, where possible, the individual's skills, abilities and interests with the needs of the Service.

The CDO identifies current and projected vacancies and plans to fill these in a timely manner. This will involve liaising with managers when vacancies are identified to discuss their needs and facilitate the placement of suitable personnel.

The CDO along with various department or unit heads has conducted many interviews for transfer in the past year as a result of advertising for interested and suitable Officers to fill vacant positions. Most Officers now appreciate the openness and fairness associated with this procedure as they see equal opportunity and fairness.

Personnel that retire or resign from the Service have an opportunity to visit the CDO for an Exit Interview. This allows the officers to feel appreciated and provides them the opportunity to communicate any final concerns or valuable advice and suggestions for the Service to aid its continuous growth and development. This interview culminates with words of appreciation, which are reinforced in a separate interview with the Commissioner.

More recently the CDO became responsible for adopting, managing and facilitating the interview process within the Promotion Policy. All successful officers are notified of passing the requisite parts of the promotion examinations and are assisted in preparing their Personal Appraisal Review and Career Summaries required in completing the process. The CDO also liaised with the appointed chairman of the interview panel to arrange the appropriate times, dates and venues of the structured interviews.

f l e x i b l e



Flek/se bel adj. 1. Susceptible of modification or adaption; adaptable.

2. Willing or disposed to yield; pliable.

The Commissioner introduced annual Award Ceremonies in 2002. All supervisors are encouraged to report on their staff in reference to particularly outstanding performance during the year. Each Divisional Commander will then collate their respective list of worthy candidates, which is forwarded to the Commissioner for his approval and subsequent presentation. Awards range from Commendations, Merit Awards, and Letters of Good Work Done.

RECRUITING & TRAINING UNIT

The Recruiting and Training Unit, which is a part of the Corporate Service Division is situated at Police Headquarter in Prospect, Devonshire. It is responsible for an extensive range of operational, management and investigative training for the Service. The Unit incorporates the Training Unit, Driver Training Unit, Cadet Unit, and Outward Bound Bermuda.

The implementation of the Training Strategy in 2003 is expected to play a fundamental role in determining the training plans for 2003 to 2007. The Strategy identified the links between the Service's core policing priorities, Policing Strategy, and Crime Management and Traffic Strategies.

Training for the Service continues to be diversified as officers received training at an array of sources locations which include the Bermuda College, other local training establishments, and Police Training Centres throughout the UK, US, Canada and the Caribbean. Overseas training is of paramount importance to the Service as the nature of police operations has become highly specialised, and the required training cannot always be sourced locally. Officers were sent overseas on courses and conferences in the following countries, provided by the following agencies:

Antigua

- Advanced Financial Investigation Course
- Financial Investigation Unit Supervisors' Symposium

Australia

- Eleventh Egmont Group Plenary Conference
- Crime Stoppers Conference

Barbados

- Drug Commanders Conference
- Advanced Financial Investigators Course

Canada

Canadian Police College:

- Marine Search and Rescue
- Senior Police Administration Course
- Major Case Management
- Criminal Analysis Course

Grenada

- Crime Data Conference

Jamaica

- Basic Narcotics Course

United States of America

- CALEA Conference
- Maritime Security Conference
- Digital Imaging Training Course
- IAWP Conference
- Sexual Crisis Investigation Course
- Child Fatalities and Physical Abuse Course
- Drug Unit Commanders Course
Institute of Police, Technology and Management
- Homicide Investigators Course
- Road Traffic Accident Scene Reconstruction
- Narcotics Investigators Course
- Unresolved Death Investigation Course
- Criminal Investigative Analysis Course
- Firearms Instructors Course

United Kingdom

- Confiscation Training Course
- Standard Motorcycle Course
- Training for the Future
- Memex Conference
- Police Diversity Training
- Basic Special Branch Course
- Technical Surveillance Course
- Public Order Refresher Course
- Officer Safety Training Course

The Recruitment and Training Unit maintained its responsibilities in several areas of local training which include the Reserve Police, Driver Training, Fitness testing for members of (and applicants to) the Service, and the facilitation of the Recruit Selection Boards.

TRAINING CENTRE

The Bermuda Training Centre suffered tremendously as a result of Hurricane Fabian. The eastern classroom and the adjoining stockroom were completely destroyed by the roof being shifted out of place. The resulting debris made the classroom/stockroom unavailable until December. The water [from the rain] that came through the opening filtered through the classroom floor to the computer classroom below causing irreparable damage to the computers and making the entire room unusable. Other parts of the roof were also damaged, albeit to a lesser extent. Nevertheless, it had an impact on every room on the top floor of the Training Centre. Parts of the gymnasium roof also suffered damage with small sections torn away.

On the day of the hurricane, Recruit Foundation Course Number 63 was at the end of its eighth week. Due to the damage to the Training Centre [and other parts of the Police establishment] one week had to be cancelled as the recruits were required to assist in the Service's cleanup and restoration efforts. Continuation Course # 46B, which was due to commence in October, was postponed until 2004 as a result of the damage.

Training Staff

In 2003 there were also a few staff changes. Chief Inspector Mooney, who held the position of Training & Recruiting Officer since 2001, reached the mandatory retirement age. He was replaced by Acting Chief Inspector Howard – who transferred from the Narcotics Division. Mr. Howard came with a wealth of previous experience in the Training Centre.

Two other instructors – Sergeants Sean Field-Lament and Alan Oliver were promoted in 2003 and were transferred to the Operational Policing Division.

At the end of 2003 only three of the four instructors' positions were occupied. Two of the training staff were selected to attend overseas courses in 2003. In May, Traffic Collision Investigation Unit team leader Sergeant P. Lewis attended a one-week course on Road Traffic Accident Scene Reconstruction at the Police Institute of Technology and Management in Florida. In June, Constable Carl Gibbons attended a three-week Officer Safety Course at the Metropolitan Police Training Centre, London, England.

Courses

The following courses were completed at the Training Centre in 2003:

- Recruit Foundation Course # 62 – 10 officers completed the course.

This course started on December 2, 2002 with 11 officers. At the end of the course Constable Nicole O'Connor was the recipient of the Baton of Honour.

- Recruit Foundation Course # 63 – 11 officers completed the course.

This course started on June 2, 2002 with 14 officers. At the end of the course Constable Sam Fraser-Smith was the recipient of the Baton of Honour.

- Continuation Course # 45 – 9 officers completed the course.
- Continuation Course # 46 – 7 officers completed the course.
- Localisation Course # 60 – 8 officers completed the course.
- Localisation Course # 61 – 11 officers completed the course.
- Localisation Course # 62 – 10 officers completed the course.
- Trainer's Course – 7 officers completed the course.
- Surveillance Course – 5 officers completed the course.



DRIVER TRAINING UNIT

The Driver Training Unit (DTU) consisted of one Sergeant and two Constables. Constable Gilbert was promoted to the rank of Sergeant in April and was transferred to Cadet Training School. Constable Miller was transferred to the Unit at the end of June. The staff in the Unit successfully completed a Bus Operators Course at the Public Transportation Board and obtained a licence to drive Public Buses and the National Disaster vehicle. Sergeant Astwood and Constable Miller both successfully completed their overseas Advanced car and Standard motorcycle course at Hampshire Constabulary in England. Constable Miller is the first female Police Driving Instructor for the Bermuda Police Service. As a result of a number of firearm incidents Sergeant Glasford and Constable Thomas were required for Emergency Response Team duties. This resulted in relief instructors Constables Gibbons and Lawrence being used. With the assistance of these officers, student training continued.

There are three Opel Astra motorcars allocated to the Unit. They are equipped with driver and passenger side airbag, antilock braking system (ABS), seat belt tensioners and traction control. The Service benefits by purchasing vehicles that have these safety features. The Unit also obtained a laptop computer and projector allowing the use of PowerPoint lessons during the year.

Improvements to training during the year included: The Standard Response course was separated into two courses. This ensured that there were enough students available to conduct a Response Course. Theory Lessons were condensed to provide more practical lessons. The Traffic Code Exam is now conducted on PowerPoint and Roadcraft Theory lessons are available for use on PowerPoint. Computerised files were made to record all the results of each driving course. For the first time a Standard Course was held for Reserve Officers only. This course was specifically designed for the Reserve Police and was conducted after hours and on weekends over a period of five weeks. It is planned to conduct further courses for the Reserves in 2004.

The Unit maintained partnerships with the training staff of the Bermuda Fire Service, Bermuda Land Development Corporation and the Transport Control Department. A partnership with the Public Transportation Board was also renewed.

The Unit's primary function is to train Service personnel to drive the various types of police vehicles. The Unit had intended to provide training throughout the year and increase the amount of trained drivers. However owing to resource issues, a number of courses were cancelled and the staff were transferred to the Traffic Unit for the summer. The following courses were held throughout the year:

Four **Standard Car Courses** were held with a total of twenty six students. Sixteen students achieved Standard designation and were trained to drive up to 55 kilometres per hour (kmph) without emergency equipment. They also received training in heavy trucks.

Five **Response Courses** were held with sixteen students attending. Thirteen students that attended achieved a passing grade. A Standard driver that failed an Advanced car course was able to achieve his Response designation. Response drivers are qualified to drive up to speeds of 80kmph with or without emergency equipment.

Two **Advanced Car Courses** were held with nine students attending. Six students achieved a passing grade. Advanced drivers are qualified to drive safely and smoothly at speeds in excess of 100kmph.

One **Motorcycle Course** was held with four students. All students passed and are qualified to ride all police motorcycles. This course is offered to Advanced drivers only as the concepts and techniques are the same. One difference is that the speeds on the motorcycle course are much higher due to the acceleration capabilities of the motorcycles.

Two **Standard Refresher Courses** were held for five officers. All of them achieved a passing grade.

One **Advanced Refresher Course** was held. One student attended and successfully completed the course.

One **Basic Course** was conducted for the Police Reserves with six Reserve officers attending and achieving a passing grade.

One **Standard Course** for Police Reserves was conducted over a period of five weeks during evenings and week-ends. Five Reserve officers attended and three were successful in obtaining a passing grade.

A number of personnel were authorised to ride police scooters and drive heavy trucks. These authorisation drives were held in addition to the one-day of truck driving provided for students on Standard courses. The Unit also authorised a number of visiting overseas instructors and conducted a number of Check Runs (assessment drives).

These are spot checks on drivers who, if not up to the required standard, risk having their licence revoked. Three officers who were assessed had recommendations made for them to lose their Police driving privileges.

Overall there was a 75% pass rate for the year. The previous year was 87%. Standard Courses account for 22% of the courses that were conducted for the year. The amount of students that failed a Standard Course accounted for 61.5% of the total amount of failures for the year.

CADET UNIT

The Cadet Training Unit was reopened in February 2000. The intent of the programme under the new scheme is to assist in the recruitment of young Bermudians between the ages of 16 and 21 years into the Bermuda Police Service, while at the same time providing a Bermuda College education.

The Cadet programme presently has nine cadets: two male and seven female, who are pursuing various Associate Degrees at the Bermuda College. It is hoped that this initiative will continue to provide the excellent longterm goal of preparing disciplined, college-educated and professionally trained young people for a career in the Bermuda Police Service.

The Cadets are very active performing community service and continue to serve as a working example of how successful partnerships can be forged between the Bermuda Police Service and the community as a whole. The Cadet programme will continue to maintain its responsibility for preparing young Bermudians for entry into the Bermuda Police Service and to become productive citizens.

To date, between 2000 and 2003, 26 persons have been successfully enrolled in the Cadet programme.

| | | | |
|----------------------------------------------------------------|---|---------------------------------------------|---|
| Cadets serving (present) | 9 | Resigned as Cadets | 3 |
| Required to resign | 6 | Dismissed as Cadet | 5 |
| Deceased as Cadet | 0 | Cadets now serving as Constables | 3 |
| Cadets Obtaining Associates Degree | 3 | Cadets Obtaining Associates Degree Resigned | 2 |
| Cadets Obtaining Associates Degree now serving as Constable | 1 | Resigned/Dismissed as Constable | 2 |

The Cadet Recruitment process continued throughout 2003 for an August 2004 intake. The Cadets and Instructors have been very active recruiting throughout the Island's Senior Schools, attending the Career Expo at the No. 1 Shed Hamilton, and Parent Teacher Meetings where the Cadets addressed parents and students on issues relating to the Cadet Training programme and answering questions following their presentations. They also participated in other community events on behalf of the Service Cadet Training programme. This led to 32 applications being processed (six males and 26 females) of which six females were accepted for positions on the programme.

The Bermuda College provided the Service with continuous assessment of the Cadets progress and grade point averages. This information ensures that the core objectives of the Cadet programme are met and that standards are maintained.

The Cadets are required to complete a minimum of four (4) hours a month community service. They continue to be very active throughout the community performing these duties in the name of the Bermuda Police Service. The Cadets have performed community services for:

- Teen Haven Annual Tag Day
- Premier's Career Reception
- Pembroke Rotary Club Children's Fair
- Sumo Wrestling Fund Raiser
- Pride Bermuda Fundraising
- 2003 International Race Weekend

Combined Parents and College staff meetings were held every three months during the year. The relationship between the staff and parents remained good with the parents receiving information in relation to the Cadets progress both in College and at the Training Unit. Meetings with Bermuda College administrators and advisors were held regularly, with written progress reports received every semester from the college lecturers. This information is being used to assist in improving the Cadets in areas where weaknesses had been identified.

Cadet's C. Bartley and T. Outerbridge were both successful in completing the requirements to obtain their Associates in Arts and Science Degrees from the Bermuda College. Both graduated in May 2003, and went on to further their education abroad. Cadet M. Easton completed the requirements to obtain her Associate Degree in Liberal Arts in December 2003, and will go on to become a Police Officer joining Recruit Foundation Course # 64. Cadet Easton is the First Cadet under the new Cadet Scheme to obtain an Associate Degree and to be accepted for a Recruit Foundation Course.

OUTWARD BOUND UNIT

Outward Bound Bermuda continues to be popular amongst the island youth through schools and various youth groups. Several corporate courses took place and there is potential for expansion to diversify the clients that Outward Bound currently supplies. There are two full time instructors, co-ordinator Constable Mark Norman and Senior Instructor Benjamin Beasley.

The Middle School courses continue to be very popular as an introductory day for the students to the philosophies of Outward Bound. In total 820 students took part in these day courses.

The local summer 5-day residential courses were once again full to capacity with 98 students taking part in the various activities. The major difference this year was with the staff. Due to not having sufficient local applicants, three instructors were utilised from overseas. Court Rye of the US, Tupu Ahonen from Finland and Canute Waswa from the Outward Bound School in Kenya. During the summer Court Rye produced a new website for Outward Bound Bermuda, outwardboundbermuda.org, and we have received many accolades from other OB centres following its production.

In addition to the local courses a group of 18 Bermudians also attended a three-week multi-element Outward Bound course at the Aberdovey Centre, North Wales, UK. The vast majority of these were taking part in the Gold Duke of Edinburgh's Award.

Once again this trip was financed with \$58,000 in donations from the business community.

The Summer Student Internship Team (SSIT) conducted a review of the entire Outward Bound programme between mid June and early August. These 12 interns spent many hours gaining an understanding of Outward Bound and produced a 90 page document evaluating the programme and recommending future paths for Outward Bound Bermuda. The project was sponsored by ACE, The Bank of Bermuda and Deloitte & Touche.

September saw Hurricane Fabian cause minimal damage to the buildings at the Paget Island site. However, the High Ropes Course was damaged and needs repairs following a second inspection from a Project Adventure, Inc technician.

In October Constable Mark Norman and Benjamin Beasley attended the Outward Bound International Annual General Meeting and staff symposium in Canada. Constable Norman holds a position of Council Member on the OBI

Board. Following the symposium both took part in a 10-day Wilderness First Aid training course facilitated by Wilderness Medical Associates, which is recognised worldwide.

Aside from the corporate donations Outward Bound also received its annual grant of \$20,000 from the Ministry of Community Affairs, Culture & Sports whose support we continue to greatly appreciate.

FINANCE

The Finance Department controls the operating budget of \$42.8million, plus a capital budget of \$4.7million. The responsibilities include: payroll administration, charging outside bodies for Police services, paying all invoices, preparation of the annual budget and the year-end accounts together with the numerous ad-hoc reports that are required throughout the year. The manager is assisted by four dedicated staff to carry out these activities: Ms. Andrea Mills, Ms. Finote Paynter, Ms. Clara Saunders and Ms. Shanda Scott. In addition the accountant provides advice on all aspects of financial procedures to the many budget holders in the Service.

ADMINISTRATION

The Administration Unit of the Corporate Services Division comprises an Inspector, a Sergeant and civilian personnel Ms. Gloria Joell and Ms. Dawn Brown.

The Unit manages several routine functions such as; the issue of various licences and certificates, the management of funds, maintenance of a file registry, and responsibility for estates and barrack accommodation facilities.

Additionally, the unit serves as the distribution point for all internal and external correspondence and as an enquiry and reception centre for personnel and visitors alike.

Benevolent Fund

The Benevolent Fund exists to provide financial aid to police officers and their families, particularly where cost is incurred due to medical expenses or other reason beyond the control of the officer.

A committee chaired by the Commissioner of Police meets to consider claims made of the fund. The Inspector in charge of the Administration Unit serves as secretary to the committee and has authority to settle small claims prior to the committee's approval.

Emergency Benevolent Fund

The Benevolent Fund also resources an emergency fund. The purpose of this fund is to assist officers who are experiencing financial challenges. Loans may be made to such officers after careful scrutiny of their circumstance and dependent upon an agreed repayment plan.

Estates

The Bermuda Police Service has endured a challenging year in the management of the estate. Many of the buildings within the Prospect Headquarters complex required regular maintenance and repairs to counter defects. The occupants of various affected offices were relocated to temporary accommodation whilst Works & Engineering worked to restore a safe working environment.

Similar safety and structural concerns plagued Hamilton and St. George's Police Stations for which Government has set aside funds to effect repairs.

STORES

The Stores Department is located at Southside, St David's. The Head Storeman, Mr. Michael Bremar, is assisted by Ms. Tracey Brangman and is responsible for the acquisition, receipt, storage and issue of police uniforms and consumable items for the Service.

yōō/ni te: n. **1.** The state of being one; oneness.

2. Oneness of mind, feeling, etc. as among a number of persons; concord, harmony, or agreement.

u n i t v



INFORMATION MANAGEMENT SERVICES DEPARTMENT

The Technology Department in the Bermuda Police Service is responsible for the provision of all computer services, including software, hardware, and the selection and use of applications, as well as all information databases. It is also responsible for the provision of communications services, including both radio and telephone, and the provision of electronic devices of an advanced technological nature used in police surveillance and other tasks.

In recent years, in order to better serve the public interest in regard to policing the community and solving crime, the Bermuda Police Service adopted and is currently implementing new policing strategies. The Policing Strategy for the Community focuses on partnering with the community and gathering information that will enable the Service to do a better job of targeting individuals involved in criminal activity. The second strategy, the Crime Management Strategy, focuses on enabling the Service to use information in a proactive manner, so that we can do a better job of predicting and preventing criminal activity. Both the Policing Strategy for the Community and the Crime Management Strategy are heavily dependent on information databases.

In the near future a business analyst and a network co-ordinator will be recruited to support the increasing demand for new integrated information systems and databases. In recent years, the installation of a modern computer network infrastructure and a modern mainframe computer software system designed specifically for policing activities have been successfully installed. This has enabled all members of the service to be able to effectively communicate with one another via e-mail across the computer network that supports 700 personnel working in the service as police officers, reserves, or civilian employees.

The Bermuda Police Service-wide computer network allows members to work in databases and to send messages electronically to other members in the BPS. Some members also have access to the World Wide Web. In 2003, an Electronic Mail and Internet Policy was introduced by the Technology Department, so as to provide standardised guidelines to mitigate the risks and costs to the BPS and to prevent abuse of the internet and e-mail. The Quo Vadis Company was the vendor contracted to support the Bermuda Police Service's policy of making its external e-mail system secure.

The power of co-operation



a c c o u n t a b l e

e koun/te bel: adj. 1. Subject to having to report, explain, or justify; responsible; answerable.

The implementation of this project is now complete. Members of the Police Service now have the expanded capacity to be able to use the internet for external e-mail services, both locally and internationally, in a totally secure communications environment.

In addition the IMS Department working closely with the Media Relations Department completed the development of the Bermuda Police Service Website. A launch date for the website will be set in the near future.

In 2003, enhancements were made to the telephone systems at several branches of the Police Service islandwide. The main hub for this system, a Nortel Meridian telecommunications switch, is located at Police Headquarters. The telecommunications switch provides the service with additional phone line capacity. Connecting remaining branch stations to the Nortel Meridian telecommunications switch, used to facilitate communication via the telephone, is 90% complete. Currently there are about 450 phones in use within the service. Officers and civilians who require voice mail have had this feature installed.

Responsibilities for the Great Plains Human Resources system were transferred from the MCS Consulting Company who developed the computer software system, to the Human Resources Department of the Bermuda Police Service. This new human resource management system enables employee personal data profiles to be entered, maintained and retrieved online. This database will allow the Human Resource Department to proactively respond to enquiries on personal data statistics such as demographic information, accrued leave, work permit renewals and requirements for CURE. These strategies and policies were adopted in 2003 through the successful completion of project initiatives designed to upgrade our communications facilities and services in order to continue to enable the Police Service to support emerging plans to provide improved policing service to the community.

During June 2003 the Service computer network was struck by lightning during a storm. Damage to our computer network equipment amounted to \$23,000. These losses do not include the time lost by users who could not complete their administrative tasks until the equipment was reinstalled. Constables Nigel Richardson and Robert Goodchild are to be commended for their timely and professional response to this crisis. They immediately began to work as a team, and assessed what equipment was lost through damage and what departments were affected. A disaster recovery plan was then developed and activated to order new equipment, then effectively reconfigure and restore network computing capabilities to all affected users. Their skills would again be relied upon to assist all technology staff when Hurricane Fabian landed on the Island. The equipment loss as a result of this storm amounted to \$50,000.

Telecom Bermuda continues to provide the Bermuda Police Service with radio communications services. Telecom, liaising with Paul J. Ford and Company of Columbus, Ohio, also continues to be involved in the completion of maintenance work to the Bermuda Police Service's eight communication towers. In 2003 major maintenance repair work was completed for the Warwick Camp tower location.

The Tower Sharing Group met during the year. The Bermuda Government has mandated that no new towers can be built in Bermuda. The Tower Sharing Group was initiated by the Ministry of Tourism, Telecommunications & E-Commerce to allow competing vendors to have input and share in the decision making process of installing their telecommunications equipment upon the Bermuda Police Towers. The Tower Sharing Group is chaired by the Service Technology Department and has representatives from the Ministry of Tourism, Telecommunications & E-Commerce, Works & Engineering and private companies from the local telecommunications industry as members.

The Tower Sharing Group decided that post Fabian, new structural analysis of the Service towers needed to be performed for the following reasons: Firstly, to assess the stresses to towers and building infrastructure caused by Fabian. Secondly, to evaluate the impact of the additional load, due to new equipment required to be added to the BPS towers to meet the needs of member companies of the Tower Sharing Group. This new evaluation requirement resulted in the formation of a sub-committee that issued a Request for Proposal (RFP) for tender. The goal of the first phase of the RFP process was to determine the costs of inspecting, mapping and performing Structural Analysis. The second phase of the RFP process will determine which responding vendor would be awarded a contract to complete the work required to maintain the towers, and to add the new equipment to the towers.

As computers have become more and more common place, their use by criminals continues to grow. The Technology Department continues to assist various departments with forensic imaging of computers. In the upcoming year additional IT personnel will be provided with training in forensic computing. Therefore, various divisions of the service including Narcotics, Commercial Crime, Criminal Investigations Unit and the Department of Telecommunications can expect to receive increasing support from staff with forensic computing skills, as demand for this service continues to grow.

Cell phone and radio devices continue to be the key tools for communication by police officers during the execution of their duties. Currently 100 cell phones, and 120 pagers have been issued. In addition, there are three hundred (300) two-way radios in use.

Looking ahead to 2004, the Technology Department is well positioned to improve the rate of implementation of many of the strategic policy recommendations identified in the Policing Strategy for the Community, and the Crime Management Strategy. Sergeant Chris Wheddon has been promoted and transferred to the department to support the management of projects initiated by the Technology Manager. In addition Police Constable Antoine Cannonier who has experience in Personal Computer (PC) support, computer networks and telecommunications has joined the Technology Department. In addition a Business Analyst will be recruited. This increase in staff will assist the department in providing improved service and support.

It is anticipated that all IT staff in the department will be provided with training to upgrade their skills in the effective use of project management principles and practices. The upgrading of IT staff skills will enable the Technology Department to better plan, and communicate project requirements, as well as manage multiple projects that the department has in progress. This will improve the Technology Departments capability to deliver projects to the users that meet the requirements are on time and within the budget.

COMPLAINTS & DISCIPLINE UNIT

The Complaints & Discipline Unit (CDU) falls under the remit of the Deputy Commissioner of Police (DCOP) who is the Service Discipline Officer. The Inspector in charge of CDU reports directly to the DCOP.

In 1998 the introduction of The Police Complaints Authority Act (PCA) was established to make better provision for the investigation and resolution of complaints against Police by members of the public. The Authority consists of a Chairman and five members one of whom must be a Barrister. The Chairman and its members are appointed by the Governor.

In accordance with the Act, the Commissioner shall notify the Authority of every such complaint received by the police, other than a complaint notified to it by the Authority. Similarly, the Authority shall notify the Commissioner of complaints received by it other than a complaint notified to it by the Commissioner. All complaints are investigated fully and informal resolutions can only be conducted with the approval of the PCA.

The PCA has control over the administration of complaints. Upon receiving or being notified of a complaint the Authority may do one or more of the following:

- Defer action until receipt of a report from the Commissioner on a Police investigation of the complaint.
- Supervise and direct a police investigation of the complaint.
- Direct the Commissioner to seek an informal resolution of the complaint.

The strength of the Complaints and Discipline Unit is one Inspector, one Sergeant and one civilian Administrative Assistant who maintains a log of all complaints including actions taken and disposition in addition to other administrative and typing responsibilities.

There are regular communications between the CDU, PCA and DCOP on the status of investigations and other related matters. In 2003 there were 48 complaints against Police Officers. Their disposition at the time of publication is:

| | |
|----------------------------------|--------|
| Concluded with no further action | 3 |
| Before the Courts | 1 DCOP |
| Under Investigation | 18 |
| With the PCA | 25 |

Due to the number of complaints some are distributed to officers or sergeants to investigate according to the rank of officer subject of the complaint. The Deputy Commissioner and staff at the Complaints & Discipline Unit are aware of the importance to the community that complaints are investigated and resolved expeditiously.

Following the visit of Her Majesty's Inspector of Constabulary in May 2003 a recommendation was made for immediate action to be taken to ensure that the BPS completes enquiries in a timely manner and that consultation takes place with the PCA on an effective, longterm solution to the investigation of complaints against officers in Bermuda.

The HMIC also noted that Service Standing Instructions in relation to the receipt of complaints had not yet been updated to take account of the Police Complaints Authority Act. Revisions are now being made.

In June 2003 the Sergeant in CDU attended the Institute of Policing Technology and Management in Jacksonville Florida on a Police Internal Affairs Course.

In November 2003 the Inspector visited the Greater Manchester Police to view their complaints procedures. A report has been submitted to the Deputy Commissioner with recommendations which may assist with the HMIC recommendations.

POLICE RECREATION CLUBS

The Police Recreation Clubs (PRC) exists to provide a messing and recreational facility for Police personnel, particularly in the form of social and sporting interaction. The club encourages its use by the community at large and enjoys a significant number of non Police associate members. There are three club premises located at Police Headquarters, St George and Somerset.

The main club at Police Headquarters is undergoing major work to upgrade its kitchen and cafeteria. In order to facilitate these much needed improvements, a temporary kitchen has been established in the occasional bar that serves the clubs main hall. Breakfast and lunch remained available from 8:00 am to 2:00 pm.

In addition to the kitchen, the club plans to renew its air-conditioning, replace old windows and upgrade bathrooms, all with the intent of providing improved service to Police, associate members and the community.

The mission of the Police Recreation Clubs is to provide a first class service and to support its membership and sporting sections. The PRC is dedicated to building longterm relationships between the Police and community through sports, family activity and social events.



Remit of the Assistant Commissioner of Police

CARLTON E. ADAMS, CPM

POLICE SUPPORT UNIT

The Police Support Unit (PSU) had another busy and varied year in 2003. The Unit continued to operate as the Bermuda Police Service's Level One public order unit.

The ideal operating strength of the PSU is one Inspector, three Sergeants and 18 Constables. For most of 2003 the unit operated with two Sergeants and a maximum of 15 Constables due to other exigencies.

The PSU will become an established unit within the service on April 1, 2004. This will mark a significant improvement in the Service's availability to deal with crime and disorder in the community.

Due to an upsurge in gang related violence a combined Task Force was created in March to deal with the marked increase of violent and antisocial behaviour taking place on the streets between young males. The unit worked primarily late or night shifts and was actively spending a lot of time patrolling the known "hot-spots" every evening. In addition, attention was also paid to venues where football games were being played as several acts of disorder were happening at these venues. As a result of the quick response to the violent disorder taking place, numerous arrests resulted and the levels of violence dropped considerably.

This sudden upsurge in street violence reiterated the importance of specific public order training. The PSU sets aside training days every month. Training is provided by qualified trainers from our Public Order Unit, Operational Support on the UK Home Office guidelines. The unit is trained to UK Home Office Level One standards in public order control utilising shields. This training includes techniques to deal with incidents ranging from rescuing individuals from a crowd, dealing with persons armed with blunt or edged weapons, dealing with persons barricaded inside buildings, cell insertion/extraction for violent prisoners and large scale public disorder.

The unit continued to provide uniform coverage during the late evening, early morning hours on Fridays and Saturdays every week. This was to ensure that the unit was available to deal with public order incidents in and around licensed premises.

In well known "hot-spots" such as the St. Monica's Road area, Court Street, Pembroke and Ord Road/Tribe Road #5, Paget, the unit increased the patrol visibility and uniformed police presence by parking up and patrolling on foot for one or two hours at a time. The feedback from area residents and business owners in these and other problematic neighbourhoods was very positive.

The PSU actively targeted areas islandwide that were known for drug dealing and made many arrests for drug related offences, as well as making many drug seizures.

The unit continued to develop information on suspected drug dealers and as a result of observations and other intelligence received, executed several warrants during the year resulting in sizeable seizures and arrests. The canine unit has played a significant role in the unit's success in tackling the street level drug distribution.

The PSU was utilised throughout the year to provide policing coverage for incidents where large crowds of people were expected to congregate. The deployment of the unit in such circumstances assisted in maintaining the peace and reassured the members of the community who were present at such events.

The PSU's combined roles of public order and drug enforcement during 2003 have supported both the Policing Strategy for the Community and the Crime Management Strategy by focusing their operations in a targeted and problem solving way.

The PSU arrest statistics for 2003 show significant increases for crimes of violence. Persons arrested for assault on police doubled in 2003. Persons arrested for Wounding with Intent increased by 700%. There were also significant increases in persons arrested for Possession of Offensive Weapons (56%) and Breach of the Peace (140%). These figures reflect the increased attention that the PSU is giving to unruly individuals in an effort to reduce public disorder.

i n t e g r i t y

(in teg/re té) n. 1. Soundness of and adherence to moral principle and character; uprightness; honesty. 2. The state of being whole, entire or undiminished.



The honesty of dedication

Overall, the arrest figures for the year decreased by 17% from 800 in 2002 to 664 in 2003.

Apart from making arrests in 2003 the unit attended 165 disturbances, 66 reports of annoying persons, 22 domestic disputes, 23 loud music reports and also made 165 drug seizures that did not result in an arrest.

The PSU assisted several other units such as the Serious Crime Unit (SCU) and Criminal Investigations Unit (CIU) in executing warrants during the year. The PSU has built up a good working relationship with the bailiffs and assisted them on numerous occasions to execute civil warrants in 2003.

The Service looks forward, in great anticipation, to the establishment and funding of a full time PSU by 2005.

OPERATIONAL POLICING DIVISION

OPERATIONAL PLANNING UNIT

During 2003, the Operational Planning Unit (OPD), staffed by an Inspector, was directly responsible to the Superintendent Operational Policing Division.

The main duties of Operational Planning Unit include:

- Being the Bermuda Police Service Liaison Officer with local and visiting military units.
- Being Staff Officer to the Emergency Measures Organisation and assisting the Chief Inspector, Operational Support Division in his role as Disaster Planning Co-ordinator.
- The preparation of National and Police Incident Response Plans.
- Research and preparation of strategic planning documents for the Commissioner of Police and other members of his Command Team.

d e d i c a t i o n



- Ded/e ka/shen:** n. 1. Complete and wholehearted fidelity.
2. Devotion to a particular purpose or cause.

- Providing administrative support for the senior committees of the Bermuda Police Service.
- The preparation of Police Special Event Orders, including ceremonial and major sporting events.
- The preparation of Permits for processions, marches and events involving large groups of participants on the roads of Bermuda under the provisions of the Public Order Act 1963.

During the year, 28 Operational Orders were prepared involving ceremonial, sporting and special events. These included the Operational Order for the General Election, the visit of His Royal Highness, Prince Edward, The Earl of Wessex and the funeral for the late Hon. C. Eugene Cox, CBE, JP, MP.

In addition, the Operational Planning Unit was actively involved in a supporting role of the Emergency Measures Organisation during Hurricane Fabian.

The Unit helped to prepare, and assisted in, various Internal Security related exercises and presentations under the direction of the Deputy Governor.

The Disaster Planning Co-ordinator provides the Secretariat Services for the Emergency Measures Organisation, which is chaired by the Minister of Labour, Home Affairs and Public Safety. The Emergency Measures Organisation met on several occasions in 2003.

During 2003 the Operational Planning Officer attended the Emergency Planning Conference in Cardiff, Wales, United Kingdom. Also Hamilton Police Station is one of three stations under the Operational Policing Division (OPD) as a result of the implementation of the Service re-alignment in August 2001.

PATROL DEPARTMENT

HAMILTON POLICE STATION

The Hamilton station has primary responsibility for the parishes of Paget, Pembroke and Devonshire as well as the municipality of the City of Hamilton. It remains the largest policing area (by population), and the busiest in terms of calls for service.

Uniform officers perform mobile and foot patrols as the core policing duties of this station. OPD, Hamilton, also has a responsibility for providing security at Government House and the Premier's residence. In addition, Hamilton station acts as the primary housing unit for all prisoners from the other stations and departments within the Service.

The station strength is 65 officers divided into four uniform watches. It is also complemented by seven Traffic Wardens, four civilian Station Duty Officers and two support staff. The deployment of officers from the Recruit Foundation Course and overseas contract Officers ensured that the watches had sufficient manpower to carry out their mandated duties. These experienced contract Officers have joined our ranks and have assisted with the training and development of our local officers.

The additional officers had a positive impact on morale levels and this resulted in a more confident approach to proactive policing. Units implemented initiatives such as traffic checks and warrant searches throughout the year. The Police Support Unit (PSU) continued to assist the uniform watches and took the lead in the policing of disturbances and disorder. Special events and functions formed an integral part of Hamilton station's operations for the year. Activities ranged from the International Race Weekend in January to the popular Christmas Boat Parade in December. Valuable assistance was forthcoming from the Bermuda Reserve Police during the year.

Our transition to implement the Community Policing Strategy continued in 2003 with the transfer of many of our senior and more experienced Constables to the Community Beat Officer unit. This unit encouraged the general public to work with the Service to identify and resolve problems in the community with a partnership approach.

SOMERSET POLICE STATION

Officers working from Somerset Police station are responsible for policing the three western parishes – Sandys, Southampton and Warwick. One of the most significant changes in 2003 was the further realignment of the Operational Policing Department resulting in the placement of a Station Commander, Inspector Othneal Haynes at Somerset station. At the end of 2003 the operational strength of Somerset station was one Inspector, one Sergeant, three Acting Sergeants, one Detective Sergeant, 25 Constables, nine Detective Constables and five civilians for a total strength of 45 personnel.

During December, as a result of the approach of the holiday season, there was a significant increase in incidents of break-in and entering in the Warwick/Paget area. In support of the PSC and CMS as they relate to Series Crimes, this area was targeted with several units including plainclothes Watch Officers, Crime Patrol Officers, CIU Officers and Reserve Officers. This resulted in the subsequent arrest of known culprits and a dramatic decrease in the reported incidents of breaking and entering.

One initiative that was undertaken during this year was targeting of the Cambridge Road area. The then CBO Derek Berry was instrumental in forming a Cambridge Court Committee. With him performing an advisory role, the committee was able to identify problems affecting this area and come up with the possible solutions. This was a successful initiative but due to the lack of sustainability some of the old problems resurfaced. It is expected that this initiative will be revisited by WPS Simons of the Somerset CBO in 2004.

Hurricane Fabian caused Somerset minor structural damage. However, the generator was rendered inoperable. Technicians advised that the cost to repair would be astronomical and it would be best to replace it. A rough estimate for replacement is \$110,000. A temporary portable replacement is presently in place at the station.

During 2003, Somerset station entered into an experiment with Probation Services. A young man who was sentenced to 80 hours of community service was allowed to carry out his sentence at the station. He was allowed to wash the patrol cars and help generally around the station and the Somerset PRC. Melvin Simmons of the Probation Services was the liaison officer. We are pleased to have been a part of this alternative to incarceration initiative.

ST. GEORGE'S POLICE STATION

St. George's Police station is located on York Street, St. George's. Personnel have policing responsibilities for Hamilton, Smith's and St. George's parishes.

Officers are also deployed to perform duties at the Bermuda International Airport Police station under the supervision of Sergeant Tom Pratt. The station has an established strength of one Inspector, five Sergeants and 42 Constables. The growing population of St. David's and the increase in business has increased our policing responsibilities and calls for service. This has also created more opportunities to develop community partners. The St. George's Criminal Investigation Unit functions daily out of newly renovated office above the St. George's Post Office. This unit enjoyed a productive year despite staff challenges, and the commitment and dedication of the members of the team resulted in successful conclusions to several high profile investigations. These included housebreak-in, robbery, and stealing. The year 2003 saw the election of a new Mayor of the Town of St. George's, and we extend our congratulations to the former Towne Crier, now the Worshipful Mayor, Mr. E. Michael Jones. Mr. Jones has been a keen supporter of the Service and we look forward to continued support and vibrant community partnership with his office.

In October 2003, Inspector Clarke Minors was appointed the new Station Commander to provide more effective administration and leadership to the functions at the station.

Acting in support of the Policing Strategy for the Community in 2003, personnel have identified problems within the three eastern parishes and presented solutions with workable strategies. Some issues identified were safer cross walks in the Towne of St. George, the defacement of street signs and directions to prominent landmarks and securing mirrors at blind or hidden spots in certain neighbourhoods. As a result, meetings with community partners are ongoing and successful conclusions and remedies are anticipated.

The officers participated in a kind act of generosity during the festive season, when three large food hampers were presented to the Women's Resource Centre.

CRIMINAL INVESTIGATIONS UNIT

HAMILTON CRIMINAL INVESTIGATIONS UNIT

The year 2003 was again challenging for Hamilton Criminal Investigations Unit (CIU) Officers. The unit were required to investigate a range of offences including:

- The murder of Shaundae Jones (Serious Crime Unit)
- The Berkeley Institute/Bond Issue investigation (Commercial Crime Unit)
- Gang violence at White Hill and related enquiries (Serious Crime)
- Hurricane Fabian/Causeway Investigation
- Grotto Bay Hotel Robbery
- Robbery at Curving Avenue, Pembroke

During 2003, officers in Hamilton CIU have been more reactive than proactive. This is primarily the result of a shortage of resources and a lack of experienced personnel. HCIU officers, in spite of internal and external conditions, remain positive and continued to conduct quality investigations during the year. A number of cases were successfully solved and placed before the courts, a summary of which is below.

- Hamilton CIU was responsible for submitting 126 case files to both the Magistrates and Supreme Courts on various matters in 2003. More case files may be forthcoming for 2003 as new evidence comes to light, or cases progress to court.
- 895 crimes were referred to Hamilton CIU for investigation during 2003.

During 2003, Detective Sergeant's 454 Calvin Smith and 854 Nicholas Pedro were promoted to the rank of Detective Inspector.

In October 2003, the responsibilities at the Inspector rank were changed and the number of Detective Inspector, CIU, positions was reduced from four to two. The two former Detective Inspector positions were changed to Station Commander Inspector positions at St. George's and Somerset to provide more robust supervision.

Significant cases investigated by the Hamilton CIU in 2003 were:

- **A 43 year-old Southampton man** was convicted and sentenced to eight years imprisonment in April 2003, after being convicted for one count of Burglary.

The case was precedent setting because it was the first time in Bermuda's history that a court had accepted fingerprint evidence with less than 16 characteristics, and a conviction secured. Furthermore, the 43 year-old Southampton man appealed, and the conviction was upheld in the Appeals Court.

- **A 25 year-old Pembroke man** was convicted in Supreme Court of Unlawful Wounding; Assault, Actual Bodily Harm and Possession of an Offensive Weapon. He was sentenced to 11 months imprisonment, after stabbing a female in the Dockyard area in late 2002.
- **A 32 year-old Pembroke man** was arrested by Hamilton CIU personnel after he impersonated a local Member of Parliament, and was able to withdraw over \$100,000 in funds from that Member of Parliament's bank accounts. The 32 year-old Pembroke man then went on a spending spree, and deposited some of the funds at other banking institutions. He pled guilty in the Supreme Court to several charges and was sentenced to four years imprisonment.
- In April 2003 **a 36 year-old Pembroke man** was arrested by Hamilton CIU and charged with four counts of break-in and entering. He was sentenced in the Supreme Court to three and one half years imprisonment.
- **An 18 year-old Devonshire man** was arrested in July 2003, for a wounding which occurred on The Glebe Road, Pembroke. The man was convicted in the Supreme Court, and sentenced to four years imprisonment.

SOMERSET CRIMINAL INVESTIGATIONS UNIT

Resource challenges resulted mostly from secondments to the Serious Crime Unit, as a result of crimes committed in the western section of the island. Some of these incidents included:

- Shooting at Jones' Village (Smith's Avenue, Warwick)
- Murder of Shaundae Jones in Dockyard
- Robbery/Serious Assaults at White Hill field following a concert
- Bermuda Housing Corporation Investigation

These incidents involved the longterm utilisation of officers at the Serious Crime Unit and elsewhere.

Significant Achievements

- **A 28 year-old Warwick man** (Wounding with Intent to Disfigure)

In October 2003, a young female was attacked on Middle Road Warwick, by a (then) unknown assailant and her face slashed with a sharp implement, causing significant disfigurement. Detectives from Somerset CIU promptly initiated enquiries and a suspect was arrested the following day. The man was later charged on Indictment.

- **A 23 year-old man of no fixed address** (Robbery)

In October 2003, the restaurant at the Warwick Workmen's Club was robbed at knifepoint by an unknown male. Detectives from the unit made an arrest as a result of information from eyewitnesses. A confession was obtained, and other important evidence was collected. The man was charged indictably a few days after committing the crime, and is on remand pending appearance in Supreme Court.

- **A 23 year-old Warwick man** (Robbery)

In November 2003, following a concert at the White Hill field, a young man was robbed at knifepoint on Woodlawn Road, Sandys. He was robbed of jewellery and cash. The following day, Detectives from the unit spotted a suspect who had been identified earlier. He was stopped while a passenger in a car, and searched. When searched the man was found to have some of the stolen property on him. He made a full confession, and other pertinent evidence was collected. He was charged and remanded in custody. He pleaded guilty to the indictable matters, and is awaiting sentencing.

- **A 24 year-old Sandys man** (Wounding with Intent)

Detectives and Uniform personnel responded to a reported stabbing at the Port Royal ESSO gas station in June 2003. On arrival they found the male victim (an employee) with a wound inflicted on him by a male who had stabbed him with a knife. Acting on the information received, they attended the suspect's residence where he was arrested and the weapon retrieved. The culprit was charged and is awaiting trial before the Supreme Court.

- **A 27 year-old Sandys man** (Robbery)

In September 2003, a 27 year-old Sandys man pleaded guilty in the Supreme Court to Robbery with aggravating factors after robbing a cruise ship worker in Dockyard at knife point and inflicting cuts to the victim during the robbery. He was sentenced to eight years imprisonment.

- **A 34 year-old Southampton man** (False Pretences)

In the aftermath of Hurricane Fabian, an elderly female reported that she had been conned out of \$1,800 by a male, who had promised to do repairs to her roof. He used false names, but as a result of the description given of the suspect, he was arrested in connection with the offence. He admitted defrauding the complainant out of the money and was sentenced in the Supreme Court to four years imprisonment.

- **A 58 year-old Southampton man** (Drugs)

Following a raid in late 2002, he was convicted of permitting his residence for the misuse of controlled drugs; possession of cocaine, heroin, and cannabis. He was fined the maximum allowed in the magistrate's court for these offences (\$5,000).

- **A 41 year-old man of no fixed address** (Break-in and entering)
Following a break-in at the Somerset Bridge Recreation Club, a 41 year-old man was arrested as a result of forensic evidence collected. When he failed to show in court for these charges, a warrant was issued. Somerset CIU officers attended a Scott's Hill Road, Sandys residence where they seized property stolen in four other burglaries being investigated by HCIU. This evidence, and the break-in at White Hill Club resulted in a guilty plea from the suspect, and he was remanded for sentencing in the Supreme Court.
- **A 29 year-old Sandys Parish man** (Stealing)
The 29 year-old man received three months imprisonment, plus a suspended sentence for spate of thefts from gaming machines in Sandys Parish.
- **A 45 year-old Paget man** (Indecent Exposure)
Beach Squad officers arrested a Portuguese male who had been responsible for incidents at Warwick beaches. Somerset CIU officers assisted in interviewing suspect which resulted in a confession. The 45 year-old man was convicted in Magistrates Court and received probation.

The year 2003 was significantly more productive and busy than 2002, with 365 cases assigned for investigation in 2003, compared with 207 for 2002.

An electronic record has been created for the unit, and now records of the following categories are maintained by unit supervisors, and are accessible by all personnel within the unit:

- ICR Tracking
- File Tracking
- Sick Records
- Weekly Rosters

d e t e r m i n a t i o n



Di tûr/me na shen n. 1. The quality of being resolute; firmness of purpose.

2. The act of coming to a decision.

- Unit phone numbers
- Office calendar With this improved system, it is now possible to see the following information for the unit immediately upon request:
 - The number of crimes assigned to the unit for investigation.
 - To whom crimes are assigned.
 - The number and type of court files submitted by members of the unit.
 - The due dates for particular ICR's and files for completion for court.
 - Accurate sickness records for members of the unit.
 - Electronic calendar records of annual leave; bail dates for arrestees; court dates for members of the office.
 - Electronic record of all exhibits held in the exhibit locker and safe, and its status. This system has greatly improved the efficiency of the office administration.

ST. GEORGE'S CRIMINAL INVESTIGATION UNIT

St. George's Criminal Investigation Unit (CIU) is located at the St George's Police Station. It was recently renovated and refurbished.

Most of the housebreak-in crimes being committed in the eastern parishes are strongly suspected to have been committed by the same small network of criminals. When known criminals are incarcerated the Unit enjoys quieter periods.

During 2003 a number of prolific offenders were incarcerated for periods between one and two years. A 19 year-old Warwic man recently entered pleas of "Guilty" to four counts of housebreaking, the majority of which took place in 2003. In addition he admitted one count of attempted housebreaking and three counts of stealing from unattended vehicles. He was remanded in custody and will be sentenced in 2004.



The will to succeed

The Unit has had some considerable success into the investigation of robbery reports. Two 18 year-olds and one 16 year-old, Hamilton Parish men, were charged in two high profile robberies and remanded in custody. They are now on monthly arraignments in the Supreme Court awaiting a trial date. A co-accused of the three, a 15 year-old Warick boy entered a plea of "Guilty" and was convicted for the same two robberies in the Juvenile Court.

Cases against a 28 year-old Pembroke man, 34 year-old Sandys Parish man, and 31 year-old Hamilton Parish man who committed two robberies in the eastern parishes are being prepared. The 28 year-old Pembroke man and 34 year-old Sandys Parish man are currently remanded in custody.

TRAFFIC ENFORCEMENT UNIT

The Traffic Unit's establishment remains set at one Inspector, two Sergeants and 12 Constables. However, Service demands caused the unit to operate minus one sergeant and four Constables throughout the year.

Functions of the Unit were still guided by the Policing Bermuda's Roads Report, commonly known as the Traffic Strategy, which covers the years 2001 through to 2005. One of the main aims of this report is the reduction of the yearly collision rate by 2% in each of the covered years, which is also a service performance indicator. To achieve this, a tripartite approach was presented, with Engineering, Education and Enforcement being the components.

Engineering – the Unit relied on partnerships with the Ministry of Works & Engineering, the Transport Control Department and the Road Safety Council to ensure that frequent collision areas were identified and the necessary modifications made and warning signs erected.

Education – the Unit launched several initiatives in 2003. Members gave talks to several schools, youth and social groups and were involved in various conferences, fairs and exhibitions. There were also appearances on television programmes and monthly participation in radio talk shows, all geared towards the dissemination of information regarding road safety and collision prevention.

Enforcement – the Selective Targeting Enforcement programme continued to focus on the specific offences of speeding (6564 tickets), driving without due care and attention (449 tickets) and not or improper wearing of a helmet (324 tickets).

Unit members were the Primary Investigators in the majority of the 10 fatal road collisions that occurred in 2003. They also continued to provide ceremonial escorts for the Governor.

The number of collisions reported to Police in 2003 fell by 5.6% to 2845 when compared to the 3005 collisions reported in 2002.

There were 4727 local residents and 411 tourists involved in collisions in 2003 versus the respective totals of 4971 and 419 for 2002. There were 601 single vehicle collisions reported, the highest proportion being livery cycles at 232.

There were 87 collisions reported where drink or drugs were suspected of being a cause. This represents 3.1% of the total reported collisions. Ninety-one arrests resulted from these collisions.

There were 10 fatalities during 2003, an increase from the two recorded for 2002.

TRAFFIC COLLISION INVESTIGATION UNIT

The Traffic Collision Investigation Unit is headed by Sergeant Philip Lewis. The Unit has a total of three officers at present, down from five at the beginning of 2003.

It was an extremely busy year for the unit with the first eight months averaging one fatality per month. Three of these fatalities involved dangerous and or impaired driving resulting in innocent lives being lost. A fourth involved a young child victim.

In light of these challenges, unit members maintained a high degree of professionalism and courage in investigating and reporting the facts.

A new strategy adopted in 2003 was soliciting the early involvement of the DPP's office when there were indica-

tions of possible court appearances for suspected traffic offenders in fatal and serious injury collisions. Parties to this strategy include the primary investigator, the Traffic Enforcement Unit and members of the Traffic Collision Investigation Unit (TCIU). This greatly assisted in the quality of the investigations that ensued.

A policy that was put into place was that of recommending additional and alternate charges whenever the evidence permits. In the past, it was usually the case of charging the more serious offence with no alternative or additional charges. This led to some offenders being acquitted at trial. With this agreed policy between the stakeholders, the prosecution's position was strengthened.

In the area of training, Constable Stephen Paynter moved closer to acquiring expert status. He attended the Institute of Police Technology & Management (IPTM) in Florida and successfully completed the Advanced Traffic Collision Investigation course.

Sergeant Valence Holder completed a Traffic Crash Reconstruction course which gave him expert status while Sergeant Philip Lewis attended a seminar on Special Problems in Accident Reconstruction. The knowledge and expertise gained from these courses were readily put to use to the benefit of the Service.

The unit also acquired some software that will make the job much easier once fully integrated into everyday use.

Community wise, Sergeant Lewis and Sergeant Holder assisted the Fire Service at their Sergeants' Courses by lecturing to them on the importance of scene management/preservation and report writing when dealing with fatal and/or serious road traffic collisions.

MARINE UNIT

The Marine Unit conducted their operations throughout the year with one Inspector, one Sergeant, and 12 Constables. There were a total of 1,073 marine related incidents reported as compared with 1,044 in the year 2002. There were 1,066 foreign yacht arrivals, and a total of 28 liquor licence permits were issued.

During the year 2003, the Marine Unit conducted 134 Search and Rescue (SAR) events, and multiple sea surface searches as a result of Hurricane Fabian.

There was a total of 205 marine only related offences reported, consisting mostly of marine speeding and various other safety equipment offences. There were a total of 22 incidents of theft from boats reported. Numerous searches were carried out under the Misuse of Drugs Act. Thirty four persons were arrested for various offences and officers also dealt with 14 sudden deaths.

Marine pollution still continues to be a problem islandwide, with 21 fuel spills reported. Oil spills continue to be reported after heavy rains, which wash oil from the roads into the water; on a number of occasions these spills have been mistakenly blamed on visiting cruise ships.

Marine Police conducted 15 underwater operations for various reasons including hull searches, recovery of stolen property, body recovery, weapon recovery and UK Ministry of Defence sedimentary collection. Additionally, extensive search and recovery operations occurred as a result of Hurricane Fabian.

Marine Police continued to provide water safety lectures to a wide variety of local residents, ranging from pre-school children to adults and conducted various observations from around the island to assist in drug interdiction and other types of crimes. The unit also conducted property checks and continued to institute crime prevention initiatives.

During the year the Marine Police were assisted by five Reserve Police Officers who contributed over 400 hours to provide assistance to the public. The unit also continued to maintain a close working relationship with the radio officers at Rescue Co-ordination Centre Bermuda Harbour Radio and provided assistance to foreign agencies when necessary.

In addition to his regular duties, the Officer in Charge of the Marine Unit is actively involved in several committees, namely the Marine Contingent Committee and Command Team, and the Water Safety Council.

The Unit took part in several in-house training exercises, including officer safety training, first aid, and Marine C

Class Pilots Licence. A Target Neighbourhood Police initiative was developed and adopted during the slow off season months, with officers targeting Admiralty House Park and Spanish Point Park as their project areas. This resulted in numerous arrests, a decline in crime and the reduction of criminal activity.

The Marine Unit continued to be very active on the local waters, conducting crime patrols on Friday and Saturday nights to assist officers in the City of Hamilton. There are approximately 9,990 locally registered boats with 300 to 400 boats being imported annually. Of these there are approximately 100 to 200 per year are not registered or become derelict. The local waters are becoming more congested every year and will continue to provide new challenges for the officers and equipment of the Marine Unit.

EXPLOSIVE ORDNANCE DISPOSAL TEAM (EOD)

The Bermuda Police Service Explosive Ordnance Team is currently three below its established strength with five active members, one Inspector, two Sergeants and two Constables. That strength will hopefully increase to eight, with the anticipated addition of three of the four applicants currently being vetted. It is likely that the new team members will be appointed in early 2004, and then will be given a two week Basic EOD Course in March 2004.

The EOD Team is responsible for rendering safe any military ordnance that may be found on Bermuda's shores or within the territorial waters. In addition the team is responsible for the safe disposal of all confiscated prohibited weapons, ammunition and fireworks, as well as all expired marine flares that have been handed over to the police. The team is also capable of responding to and rendering safe any suspected criminal explosive device.

During 2003 the team completed three training days per month, with two days devoted to explosives training and one to dive training. There was also one day each month devoted to equipment maintenance, although in reality some maintenance was required during every training day.

As in 2002 there were no overseas courses granted to EOD during 2003, but a local two week Refresher Training Course was conducted in February. A report was submitted in September 2003 requesting overseas training courses for EOD staff in 2004 be given priority consideration.

Attendance for training days continued to be a particular challenge due to resource shortages; however service calls continued to be met in a timely and professional manner.

Military phosphorous flares, expired marine flares and prohibited weapons continued to occupy the majority of the team's disposal operations. The team's efforts regarding the disposal planning for the government stock of expired explosives continued and included another successful demonstration of the proposed disposal methods for Works & Engineering, Environment, Airport Operations and Police officials. The operation's final approval is pending.

A great deal of time and effort was also expended conducting security sweeps in response to at least 14 separate bomb threats made against public premises – Magistrates and Supreme Court, as well as a varying list of private premises such as Flanagan's Bar and East End Mini Yacht Club. All proved to be hoax calls, but some good practical searching experience was gained and, in the case of CedarBridge Academy, an evacuation plan for bomb threats and fire alarms was developed for future use.

Also of note was the excavation and recovery of a total of 55 artillery shells from a construction site at East Broadway during July and August. They were all successfully rendered safe in October and handed over to the Maritime Museum for display.

A health and safety inspection of the EOD facility was conducted in February 2002, and highlighted numerous issues to be addressed. Many of them, such as fire extinguishers and exit signs, have been dealt with internally, but several major items, such as structural repairs, fire suppression system repair and air conditioning are still outstanding. An estimate for the cost of effecting these repairs was submitted by Works and Engineering.

No significant injuries were sustained by any team members during EOD training or duties for the year.

COMMUNITY SAFETY DEPARTMENT

In October 2003, three Units were realigned into the newly formed Community Safety Department of the Operational Policing Division (OPD). This Department is comprised of the Community Beat Officers (CBO) Unit, the Schools Resource Officers (SRO) Unit (formerly the Schools Liaison/REACH Unit) and the Animal Protection Officer (APO) Unit. The established strength is one Chief Inspector, four Sergeants and 25 Constables.

Under the Service Realignment of August 2001, these three Units were placed within OPD under the command of a Chief Inspector who also held administrative responsibility for the Somerset, St. George's and Airport Police Stations. It was felt that these Units would be better served by a dedicated Department Head who was free from other duties so that more attention could be given to the development of community policing within the Service. In October 2003 the administrative responsibilities of the outlying Police Stations was devolved to two Inspectors, one each at Somerset and St. George's.

The Department's Direction Statement, "Working Together to Make Communities Safer and Improve the Quality of Life," was developed in order to provide staff with a meaningful description of what their work is intended to achieve. The officers of the Community Safety Department are therefore guided towards issues that speak to public safety and include the occurrence of crime, the fear of crime and the public's collective perception of their level of security within their communities. The Department does not have a monopoly on public safety issues, and the nature of policing centres on protection of life and property and every Department and Unit within the Service works in furtherance of this aim. The Department is mostly free from operational patrol and response duties so that its officers' energies can be concentrated on finding longterm solutions to on-going problems and commit resources to community policing.

"Community policing," a concept that has been widely debated over the last two decades by Police Services across the world, means different things to different police agencies. For the Service, community policing is not a concept but rather a way of doing business. In its simplest form, the term refers to the practice of police officers who are known to their communities consulting with the public as partners to identify problems and issues, prioritising those problems and finding solutions that will have longterm effects. It involves partnerships built on mutual trust, respect and support between the community and its police. It focuses policing resources on the qualitative outcomes such as problem solving rather than quantitative outputs, such as the number of arrests, tickets or drug seizures. Consequently, the Department has discovered that its officers tend to find themselves addressing quality of life issues that, while important to the people they impact, are unlikely to affect the Service's Performance Indicators.

During 2003 over 500 residential homes were victims of breaking and entering. This is clearly a public safety issue; clearly a significant crime against the occupiers of those homes and housebreaking has appropriately been designated as a Service Level Target and a Service Performance Indicator. The positive side of this statistic is that 24,500 homes did not get broken into last year. The Service must be able to balance the needs of the former group with those of the latter group; it must be able to investigate, detect and prosecute the housebreaking crimes while ensuring that other community concerns are addressed, including loitering and drug trades, disorderly behaviour, delinquent youth and neighbourhood disputes. The Community Safety Department represents 6% of the organisation's resources that are dedicated to community policing activities.

Community policing is not new to the Service or policing generally. The Nine Principles of Sir Robert Peel, Home Secretary and founder of the Metropolitan Police of London in 1829, remain the foundation on which modern community policing is based. Over 170 years ago, Sir Robert wrote his visionary principles that included:

- The basic mission for which the police exist is to prevent crime and disorder.
- The ability of the police to perform their duties is dependent upon public approval of police actions.
- Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.

- The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Certainly, community policing has been embraced in the Service from its inception in the form of Parish Constables that were deployed until the late 1990s. These officers performed highly visible patrols in small geographic areas, which allowed them to provide personalised service to the members of their community. It was not uncommon for the Parish Constable to know everyone by name, including their address and who to call if one of the local children found themselves in trouble. This depth of involvement and relationship with individuals, groups and organisations is one of the cornerstones of community policing. But it became clear that a more problem-oriented focus needed to be developed to address policing concerns and local problems.

Community Policing is not a soft option. It involves building trust and confidence, providing public reassurance and responding to needs at the local community level. It can be hard edged: the best community officers act firmly and decisively to prevent and detect crime. It does not involve the abandonment of law enforcement tactics but rather an integrated approach of traditional policing response with community action and mobilisation. Community Policing is, indeed, a smarter option of problem solving.

The challenge now is to continue, strengthen and widen both the consultation process and the use of the community and police officers in solving problems. This should include all Departments within the Service, including CIU, Narcotics, Patrol, Marine, Traffic and Intelligence. Community Policing is not reserved for Community Officers, but rather it is the future direction of how the Bermuda Police Service will police the community that it serves.

a d a p t a b i l i t y



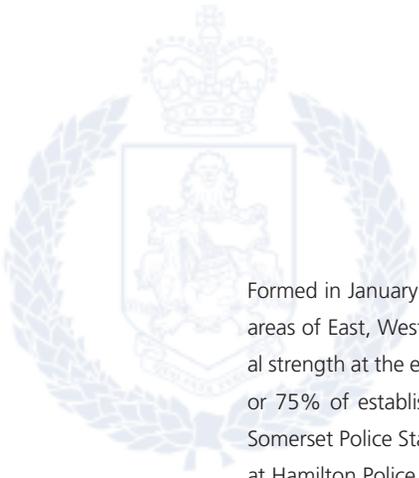
a d a p t a b i l i t y n. **1.** Adjustment (something or oneself) to different conditions. **2.** Modification to suit new purpose.

p e r s e v e r a n c e

pur/se vér/ens n. 1. Steady persistence in a course of action, a purpose, a state, etc. 2. Continuous of a state of grace to the end.



The ability to adjust



COMMUNITY BEAT OFFICER UNIT

Formed in January 2002, the Community Beat Officers Unit is comprised of three teams, one each for the geographic areas of East, West and Central, and has an established strength of three Sergeants and twenty Constables. The actual strength at the end of 2003 was three Sergeants and 11 Constables, with plans to increase to 15 Constables in 2004, or 75% of establishment. A sergeant heads each team. The East and West teams operate out of St. George's and Somerset Police Stations respectively, alongside their uniform patrol and detective colleagues. Owing to space shortage at Hamilton Police Station, the Central team shares office accommodations with the Juvenile and Domestic Crime Unit (JDCU) on Reid Street in Hamilton. The teams provide individual CBOs to each of the nine parishes in Bermuda, two officers share responsibility for the City of Hamilton and one CBO is assigned as a Schools Resource Officer (SRO) to the Island's two public Senior Schools, CedarBridge Academy and The Berkeley Institute.

The Unit has developed into a significant component of the Policing Strategy for the Community; the underpinning strategy of the organisation's focus on service delivery and outcomes for the future. Much work has been done to offset the initial ambivalence that may have been experienced when the Unit was formed, which came at a time when the Service was experiencing staff shortages, particularly at the uniform patrol level. The operationalising of the CBOs in 2003 has played a significant role in raising the profile of the Unit and community policing in general, and has gone a long way to establishing the Unit's credibility as an important element of the Operational Policing Division. The remit of the CBOs has been widened to include break-ins, liquor licencing, domestic violence and public nuisances in an attempt to make the Unit more operationally focused. The Unit is aware, however, of the need to prevent an expectation that CBOs will provide both first response to these incidents and ongoing problem solving initiatives at the same time.

Security Staff Training and Registration (STAR) programme

The CBOs continued to develop this programme aimed at reducing public order incidents in and around liquor licensed premises by cultivating better relationships with licencees and their security staff. Traditionally, the relationship between police and licencees has been strained, as police are required to report at liquor licence hearings. This reporting obligation often deterred bar and club owners from calling the police for assistance. The CBOs participated in several meetings with licencees where concerns were raised and addressed, and the beginning of the STAR programme was developed. Several pilot courses were held during 2003, which aimed to raise the profile of door staff and their level of awareness surrounding public safety; to ensure that security staff are adequately screened for previous convictions; and to provide training in first aid, liquor licence legislation, drug and weapon identification, and appropriate personal safety and restraint techniques.

Several partnerships have resulted from this initiative and the resulting relationships have significantly reduced the tension formerly experienced between the police and the club managers. While the results are still very much anecdotal at this stage, the improved communications and the quick resolution of several potentially violent incidents during the year are certainly good indicators of the potential positive outcomes of this programme. The programme, including the training course and the registration process, is currently being considered for full implementation in 2004. The Liquor Licencing Authority will be consulted with a view to formalising the programme as a condition for future licences, and a further initiative is being considered that involves accreditation for licenced premises that meet certain criteria in training, policies and practices, health, safety and security.

Schools Resource Officer (SRO) programme

Responding to an increase in crime and violence occurring in the Island's two public Senior Schools, CedarBridge Academy and Berkeley Institute, the BPS appointed a Schools Resource Officer (SRO) in September 2002. Specifically, school faculty reported to police that there had been a significant increase in gang concept pervading school life; an increased number of weapons being found in students' possession; an increase in violence and aggression between students; and an increase in fear being expressed by faculty and staff. The CBO Unit selected the SRO programme for its reported ability to integrate police officers with faculty and students in a structured, positive atmosphere. The pro-

programme was developed in the US and is used by thousands of schools throughout North America. Significant partnerships were developed with the Department of Education, the Coalition for the Protection of Children and the Family Resource Centre.

The SRO approach involves the Triad Concept – balancing the role of the police officer with that of a counsellor and educator. A number of programmes were implemented to: deal with rival groups of students; improve the standard of training of security staff; establish an intelligence network; develop mediation between students; divert students from substance abuse; and educate students on the role of the police and the responsibilities of good citizenship.

As the table below illustrates, incidents requiring police attendance were reduced by 65% in the first year of operation (school year September 2002 to June 2003), and the number of police officers dispatched to school incidents dropped from 81 to eight, representing a reduction in deployments by 90%. The figures for the first term of school year 2003/2004 are on par with the same period for the previous year, indicating that the same measure of success is likely to be realised in 2004.

Calls for Service and Responding Officers

| | SEPT 00 – JUNE 01 | | SEPT 01 – JUNE 02 | | SEPT 02 – JUNE 03 | | SEPT 03 – DEC 03 | |
|--------------|-------------------|----------|-------------------|----------|-------------------|-----------|------------------|----------|
| | Calls | Officers | Calls | Officers | Calls | Officers* | Calls | Officers |
| CedarBridge | 28 | 37 | 43 | 53 | 15 | 5 | 5 | 2 |
| Berkeley | 21 | 32 | 21 | 28 | 7 | 3 | 5 | 3 |
| Total | 49 | 69 | 64 | 81 | 22 | 8 | 10 | 5 |

* First year of SRO posting

Neighbourhood Watch

The Neighbourhood Watch is not a new scheme for the Bermuda Police Service as it came into existence in 1983. In October 2002 the CBOs took a fresh look at the programme and found that only a small handful of some 60 registered Neighbourhood Watches were still actually operating. The CBOs put a new “spin” on the programme and have broadened its appeal by promoting Neighbourhood Watches as a way to develop communities as well as to reduce crime.

The Watches have become a pivotal vehicle for moving forward the community development component of the CBO role. The CBOs are committed to providing increased neighbourhood patrols, improving communications and increasing the flow of information with the CBO as the main point of contact. There are currently about one dozen Neighbourhood Watches that are active islandwide, and all are examples of the power of community mobilisation in solving problems. Over time, the lead role is transferred to the members of the Watch themselves, and away from the CBO who remains involved in a supportive and consultative capacity.

Domestic Violence

A gap in service delivery was identified in 2002 regarding the BPS response to incidents in domestic violence. While the patrol officers provide a good response to 911 calls of these incidents, and proper advice is given and referrals made, there lacked the consistency of follow-up on domestic violence cases. Dealing with breaches of Protection Orders often challenges the Patrol Department as well, as response shift work does not lend itself to conducting lengthy enquiries or tracking down hard-to-find offenders. The safety issue of the victims involved makes the investigation and subsequent prosecution of these cases extremely time sensitive.

Significant partnerships were strengthened in 2003 between the police and the Women’s Resource Centre (WRC) and the Physical Abuse Centre (PAC), both of whom are equally committed to stopping the cycle of violence. With the knowledge that it takes an average of ten interventions for a victim of domestic violence to take positive action, it was clear that responding to victims’ 911 calls alone was an inadequate response.

CBOs are now made aware of domestic violence incidents in their geographic areas and are tasked with providing a graduated follow-up enquiry, depending on the nature of the case. At the lower end, a letter is sent to the victim advising that the police are aware of the incident and encouraging the victim to seek support from the helping agencies. At the higher end, the CBO makes direct contact with the victim and offers all assistance to refer them to the PAC, in the case of seeking shelter, or the WRC, in the case of pursuing legal options. When Protection Orders are breached, the CBOs make the case a priority and divert resources to the swift apprehension and timely court appearance of the offender.

Working closely with the officers of the Juvenile and Domestic Crime Unit (JDCU), specific records of domestic violence incidents and the subsequent action taken by police are now being kept to help determine the effectiveness of this initiative in the future.

SCHOOLS RESOURCE OFFICERS (SRO) UNIT

Formerly termed the Schools Liaison/REACH Unit, the Unit was formed in 1996 in keeping with the community outreach philosophy of the 1995 Service Strategy of the Bermuda Police Service. The established strength is one Sergeant and four Constables and these Officers are posted in the Island's five public Middle Schools, 18 Primary Schools and 12 Pre-Schools. The Officers also provide occasional, limited service to the private schools.

The Officers have mostly been involved with the delivery of two programmes – the Resistance Education and Community Help (REACH) programme at the Primary level, and the Gang Resistance Education and Training (GREAT) programme in the Middle Schools. The main objectives of REACH are to:

- teach young people how to become responsible citizens.
- foster crime prevention in schools.
- develop a broader understanding of the role of the police officer.
- offer positive guidance on how to keep safe at home and in the community.

The programme delivers structured lesson inputs on basic life skills, including "Stranger Danger," "911," "Personal Safety," "Bullying" and "Good Touch – Bad Touch." Inputs from the Drug Prevention Officer feature at the Primary Five and Six levels that are designed to introduce the student to resistance education and begin the "protective barriers" process as the student transitions into Middle School.

The GREAT programme was suspended from the curriculum in September 2003 as it was found that it was not adequately meeting the needs of the Middle Schools. Responding to specific concerns raised by the Ministry of Education, a most significant partner in this community programme, the role of police officers in the Middle Schools was reviewed. The successful implementation of the SRO in the Island's Senior Schools and the resulting decrease in violence and other problem issues led to the planned replication of the programme in the Island's Middle and Primary Schools. Implementation plans are nearing completion and it is expected that SROs will be fully operational at the junior level by September 2004. The REACH programme will be continued in the Primary Schools.

A more robust role is envisioned for the SRO in the Middle Schools, where the intent is to provide the schools with an officer who can be called on to assist in matters of specific concern; organise the resources of the BPS, the schools and other agencies to reduce crime; involve the schools in designing, planning and evaluating problem solving initiatives; visit the schools and interact with students to strengthen lines of communication and prevent crime; educate students in matters of law, good citizenship and crime prevention; and investigate reports of crime.

ANIMAL PROTECTION UNIT

Constable Yvonne Ricca is the BPS Animal Protection Officer (APO) and has held the post since 2000. The role of the APO is to detect and prosecute offences of animal cruelty and to reduce the number of incidents of cruelty to animals through education and prevention. During 2003, the APO maintained a close working relationship with the wardens of the Animal Husbandry Unit of the Department of Environmental Protection as well as with the Society for the Prevention of Cruelty to Animals (SPCA). These significant partnerships, particularly the joint investigative team with the Animal Wardens, are key to improving the treatment of animals in Bermuda.

The APO and the Animal Wardens dealt with 1,130 incidents during 2003 that included 83 cases of cruelty, 378 cases of straying animals, 32 cases of unlicensed breeding or unlicensed animals, 93 lost animals, six cases of fighting and 57 incidents of biting a person or another animal. A total of 10 prosecutions were initiated during the year; eight persons were found guilty at Magistrate's Court and two cases are still pending.

The APO is a community officer that applies the principles of problem solving to her specific area of work. Often, the position taken is that it is more in the public interest to educate animal owners with a view to changing poor behaviour and improving the animal's living conditions and treatment. Prosecution is not often a first resort, but there are occasions when this course of action is appropriate for the incident. The APO provides technical assistance to the Animal Wardens in this regard, as she is a trained investigator with certification from the National Cruelty Investigations School in the US. Constable Ricca is also a member of the National Animal Control Association (NACA) in the US, which promotes responsible animal ownership, and a member of the Humane Society of the United States.

The APO maintained a campaign in the local advertising media throughout the year with periodic distribution of posters and pamphlets. More work is continuing in this regard in 2004 with the assistance of Crime Stoppers Bermuda.

Constable Ricca made a number of recommendations for inclusion in the Animal Protection (Amendment) Act 2003 which is being reviewed by the relevant agencies. Her recommendations, if accepted, will lead to increased penalties for animal cruelty offences; establish equine standards that are not currently provided for by legislation and tighten existing legislation regarding the illegal use of animals for fighting. The APO also assisted the Department of Environmental Protection in 2003 to develop policies restricting the importation of certain breeds of dogs into Bermuda. While a somewhat controversial policy, the aim is to control the importation and breeding of some 24 breeds of large, aggressive-by-nature dogs before their population becomes uncontrollable and poses a threat to public safety. The Department and the APO will review the policy in due course to ensure that the objective of the policy is realised.

OPERATIONAL SUPPORT DIVISION

The Combined Operations Department and the Closed Circuit Television Unit are located within the Complex at the Police Operations Compound in Prospect under the Command of the Chief Inspector-Operational Support Division.

Combined Operations (COMOPS)

The COMOPS Department comprises four Sergeants and 12 Constables divided into four watches. Optimum operational strength per watch is one Sergeant and three Constables to provide continuous and efficient service to the public. The areas of responsibilities of COMOPS are as follows:

COMOPS Department's primary function is that of Police Dispatching of units for service requests by the public and to provide computer and other assistance to the officers responding to these calls for service. COMOPS Staff utilises a number of computer systems interlinking with the Police Computer (Aegis New World) System. They are; (1) The Transport Control Department (TCD) Computer System which provides registration and ownership details, Driving Licence details of Vehicle owners and road users and other relevant information of vehicles registered at the TCD and (2) The Criminal Justice Information System (CJIS) linking the Magistrate Court System to that of the Police which provides information on persons in contact with the court system.

fôr/ti tood n. patient courage under affliction, privation, or temptation;
moral strength or endurance.

f o r t i t u d e



COMOPS Department is an integral part of the Emergency Medical Services System (EMS), including the Ambulance, Fire and Harbour Radio. The duties include operating and maintaining the 911 System, the monitoring of calls from the hearing impaired by the use of the TDD (Telecommunications Device for the Deaf), ensuring that the appropriate emergency agencies are notified and attending to such calls for service, and also ensuring adequate Police resources are available if needed for such calls for service. The year 2002 saw an upgrade to the 911 System by switching from the old analogue telephone 911 system to a new digital system which provides such features as caller ID and call conferencing. There are corrections to make with the system, but the Police Service and our vendor Telco are actively pursuing a fix involving the Back-up 911 System. Future upgrades will consist of an enhanced 911 system which in addition to caller ID will provide address information of callers to ensure faster and more efficient response to calls for service.

COMOPS Department is also the Operational Control and Liaison in the event of a major catastrophe or incident involving the participation of all essential government and private agencies. All activities are co-ordinated and controlled via COMOPS in this capacity.

In addition to all of the above mentioned duties and responsibilities COMOPS provides back-up monitoring of alarms of some government agencies and residences, private businesses and some private residences. It provides an active and effective response to calls for assistance from the various alarm monitoring companies established on the Island.

In an effort to continue providing quality and efficient service personnel underwent short intense computer training from our IBM vendors in Computer System Operation on the Police IBM AS400 and Dispatcher Training from software of the New World System.

The strength to follow through



s p i r i t

spir/it: n. **1.** The principle of conscious life; the vital principle in man, animating the body or mediating between body and soul .

2. An attitude or principle that inspires, animates or pervades thought, feeling or action. **3.** Vigorous sense of membership in a group.

4. Essential character or meaning.

Significantly, this new training was efficiently displayed by COMOPS staff during and after the catastrophic effects of Hurricane Fabian. COMOPS personnel continually strive to provide the most effective emergency communications possible. To achieve this goal, professional standards must be established, a defined policy created, and qualified personnel attracted, retained and trained to provide this service. All public safety personnel (Fire, Ambulance, and Rescue Co-ordination Centre) must be provided with professional communication services with emphasis on safety, accuracy and efficient and timely co-operation.

Closed Circuit Television (CCTV)

The Closed Circuit Television commenced operations in 1999. It is headed by a Constable who performs the duties of Manager/Operator/ Custodian/Technician, maintaining approximately 30 cameras and related video recorders and equipment including tapes and monitors. Since its inception, the CCTV Unit has assisted in proactive prevention of crime in the City of Hamilton, primarily the reduction of cycle thefts. The CCTV Unit was also helpful in an investigation of a fatal road traffic collision which occurred on North Shore Road, Devonshire in 2002. With the assistance of the CCTV Unit, investigators were able to accurately establish a time line in the investigation of this fatal collision. The Unit has also rendered valuable assistance to CIU and Narcotic investigators in the investigation of incidents. In January, CCTV was used to identify perpetrators of a disturbance on Front Street in the City of Hamilton. It is anticipated that an upgrade to digital technology will take place in the future.

PROSECUTIONS UNIT

There is still a close relationship between this department and the Department of Public Prosecutions (DPP). Although there has always been the thought that the DPP will take over all the tasks performed by this Unit, the actual takeover has become more of a reality, with the formation of a team under the auspices of the Department of Management Services with a specific goal of “the Transfer of Responsibility for Police Prosecutions to the Department of Public Prosecutions.” Members of the team are drawn from Management Services, ITO, TCD, Hamilton Magistrates Court, Supreme Court, Public Prosecutions and the Service.

The most difficult part of the process has been to identify the location for the police staff to relocate. It has been deemed that the most ideal position would be in Global House on the same floor as the DPP.

The staffing level within the department has been reduced by one Constable in the area of court security. There are now only two officers that have the responsibility of providing security for the four Magistrates’ Courts. As there are now two Magistrates that insist upon the presence of a uniformed officer at all times, the task of providing adequate security has become challenging.

Recently two officers were added to the department to address the outstanding warrant situation and inroads are being made. Constable Raynor approached the Bermuda Regiment’s Training Captain who had responsibility for the 2003 Recruit Camp. With his assistance, this again resulted in the successful clearing up of a multitude of apprehension and outstanding warrants.

With the assistance of Mr. Tracey Kelly of Hamilton Magistrates Court the following is a list of matters that were dealt with during the reporting period, indicating the percentage change over the previous reporting period (2002):

| | | |
|-----------------------------|--------|----------|
| Traffic Tickets Issued | 1,902 | - 23.36% |
| Parking Notices Issued | 30,091 | - 15.08% |
| Criminal Matters Dealt With | 1,301 | + 6.90% |

Coroners Officer's Report

During the year, there were 107 reportable deaths. Of these, there were 31 inquests. The following are the unofficial causes of death:

| | | | |
|----------|---|------------------------|----|
| Homicide | 2 | Overdose | 7 |
| Drowning | 9 | Road Traffic Collision | 10 |
| Fall | 1 | Industrial Accident | 1 |

There were 14 inquests and one matter was dealt with by way of Section 9 of The Coroners Act.

If the family of a deceased person is in agreement, a shortened version of an inquest is being heard by the Acting Senior Coroner. In the capacity as Coroner's Officer, all relevant statements and exhibits are handed over to the Coroner, who has already explained to the next of kin that he has read an extensive report into the matter. He questions the family as to whether they would like to hear any oral evidence and if they decline, he hands down a verdict. The usual time frame for inquests of this type is approximately 10 to 12 minutes.

SUPREME COURT OFFICER

The Supreme Court had a total of 203 cases heard but not necessarily completed for the year 2003. Eighty-seven of these matters were where persons were indictably charged before the Supreme Court, 31 cases were sent from Magistrates Court to Supreme Court for sentencing and there were 85 appeals that originated from the Magistrates Courts.

Appeals Court

The travelling Appeals Court of Bermuda had a total of 14 matters for the 2003 sessions.

Jury Summonses

The main function of the Supreme Court Officer is to prepare the jury summonses for the six, two-month jury sessions for the year. There are approximately 130 new names on a list provided for each session. These names are screened in various ways using the resources available to us. Those names not removed from the list are then summoned to appear to serve on the jury panel. In total an average of 140 persons are summoned for each session to make up the jury pool. This includes persons previously deferred from another session.

There has been a long standing problem of having the summonses served and returned in a timely fashion by the members of one of the divisions. My predecessor has submitted reports in the past about the challenges faced when the summonses are not served.

The situation was alleviated and improved for a while, when Reserve Sergeant Donawa volunteered to assist with the serving of the summonses. He did this with remarkable success for two sessions almost single handed, but other pressing personal matters overtook the time he had available to serve the summonses and, as such, we have lost his assistance.

More recently a report was submitted to the station commander at Somerset Police station, outlining the reasons why summonses should be served in a timely fashion and the challenges that follow when there are not enough members to make up a jury pool for a trial. Since that report, there has been a significant improvement with respect to the summonses served and returned from that station.

OPERATIONAL SUPPORT TRAINING UNIT PUBLIC ORDER TRAINING

Firearms

The Emergency Response Team (ERT) establishment is 22 officers comprised of three teams.

Currently the ERT is seven officers short of its establishment. There is also an officer who has been suspended for an extended period facing criminal charges. As a result, ERT personnel faced challenges with regard to the amount of deployments required in 2003.

The following is the amount of operations the Emergency Response Team was deployed to in 2003:

Armed Escorts: 17

These include Bermuda Monetary Authority (BMA) escorts and destruction of old currency and narcotics destruction escorts.

Armed Operations: 45

There were 15 individual armed operations but as a result of one, the Shaundae Jones shooting murder on April 27, another 30 operations in connection with that one murder investigation resulted.

Major Firearms Incidents 2003:

January 27: Jones Village Shooting

As a result of Jahnai Bean's acquittal of the Tekle Mallory murder a shooting occurred in the Jones Village area and one person was injured.

April 27: Shaundae Jones Shooting.

On above date Jones was shot dead outside Club Malabar in Dockyard. This investigation remains active.

June 1: Seizure of AP9 Semi Automatic Weapon.

During the Jones investigation the above weapon and 20 rounds of 9mm ammunition and five rounds of .357 ammunition were seized.

October 1: Seizure of three Hi-Point Semi Automatic Pistols.

The above pistols were found hidden into the base of a crate entering Bermuda via container.

November/December – Weapons Amnesty.

The Bermuda Government approved an amnesty for four weeks. This resulted in various knives, machetes and other weapons being handed in as well as two working firearms.

Another issue in relation to training was the attendance of officers to UK National Firearms Instructor Courses: Sergeant Matthews in February to West Mercia and Constable Kirkpatrick in October to Devon and Cornwall.

However, the Club Med Staff Quarters were removed from our available training sites, and this will ultimately affect the ability to deliver realistic and effective training.

The ERT were forced to deliver training at the Regiment range due to the closure of the NASA range on September 11, 2001. However, refurbishment work is expected to commence on the site in 2004 and completion of the range is anticipated for later that year.

Public Order

The issue of old and failing equipment provided challenges in adequately training the officers required to deal with any major public disorder situation. In July, Bermuda held a General Election. In order to police this event, training was delivered to officers in advance and as a result, there were four trained Police Support Units adequately trained on the day; namely two Level One units and two Level Two units. This stretched the equipment issue to its limit and identified real deficiencies in available and role specific vehicles to convey the officers and equipment to disorder situations.

The same was true of the Halloween event, policed in conjunction with the Public Transportation Board (PTB). The equipment and vehicles available to adequately police this event were found to be wanting and until role specific vehicles are identified and purchased, this will continue to be a cause for concern.

The actual training is held at the Weapons Pier of the Bermuda International Airport. This in itself causes problems, in that permission is needed prior to arrival from the Bermuda Land Development Corporation. The site has certain inadequacies, but could be renovated into a suitable area for multi-agency training (Police/Regiment/Fire Service).

Constable Kirkpatrick attended the new Metropolitan Police Public Order and Firearms Training facility in Gravesend, Kent in September for a one week attachment. He received his initial training with the Metropolitan Police in May 1996, and this course was required to keep current with any changes in tactics.

Officer Safety

Officer Safety courses continued to be delivered to the Recruit Foundation Courses and to Operational Policing Divisional Officers throughout 2003. Six Basic ASP Baton Certification Courses and six Basic Rigid Bar Handcuff courses were delivered throughout the year to Police Officers, Reserve Police Officers and Customs Officers.

There has been a large increase in the number of assault reports compared to 2002:

| | |
|----------------------|----|
| Assault Reports | 71 |
| Use of Force Reports | 14 |

It is not known whether the increase is due to officers being assaulted more frequently or that officers are now reporting the assaults more frequently. As a direct result of this increase a detailed report was submitted in December outlining certain advantages and disadvantages of the types of incapacitant sprays available for Police use. There is support for this type of equipment being issued but adequate research and correct procedures need to be identified. Also, the correct equipment and training should be delivered prior to any deployment.

The issue of lost or stolen protective equipment continues to be a problem with a number of ASP Batons, Rigid Bar Handcuffs and Protective Vests missing throughout the year.

FORENSIC SUPPORT UNIT

The Forensic Support Unit deals with the examination and photography of all crime scenes and investigations, including incidents that occur in other Government Departments. This is accomplished by the collection of any forensic evidence such as fingerprints, footprints, hairs, fibres, biological material or any other item that assists in the identification of the person responsible for the crime, or in determining how an incident occurred. The unit is also involved in the preparation and presentation of such evidence for court cases. During the year, the Forensic Support Unit dealt with a total of 1,652 incidents. These were comprised of the following:

| | | | |
|------------------------------------------------|-----|-------------------------------------|----|
| Break-ins, Prowling & Trespassing Offences | 959 | Sudden Deaths | 44 |
| Assaults, Indecency, Sexual Assaults & Threats | 173 | Road Traffic Collisions | 36 |
| Misuse of Drugs Offences | 139 | Robberies | 32 |
| Wilful Damage | 117 | Murders & Attempted Murders | 2 |
| Vehicle Removals | 71 | Miscellaneous and Internal Requests | 79 |

Members of the Unit's staff were called outside of regular duty hours on 55 occasions during the year to deal with various incidents.

The Unit carried out fingerprint examinations in 1,080 of the incidents assigned. Latent marks were developed and submitted in 361 cases – a recovery rate of 33% – and resulted in 152 identifications by the Fingerprint Department – more than twice the number for 2002 and the highest for any year on record. This significant improvement was achieved as a result the department's acquisition of an automated fingerprint identification system (AFIS).

The Unit also undertook photographic assignments in 572 incidents and digital photographic technology was utilised in a number of these.

The Unit continued to benefit from partnerships developed with external agencies such as the Central Government Laboratory, the Forensic Pathologist at King Edward VII Memorial Hospital, the Bermuda Fire Service, and the Royal Canadian Mounted Police Forensic Laboratory in Halifax, Canada.

Members of the Unit bade farewell to Detective Inspector Howard Cutts who retired from the Service after a career that spanned 30 years. Twenty-five of these years were spent in the Forensic Support Unit.

FLEET MANAGER

The Garage is a key plank in the Operational Support Division as it ensures that vehicles are available to all shifts so that officers can respond in a timely manner to policing needs. Garage personnel have been moving up the ladder with Mr. St. Clair Walcott being promoted to Fleet Manager, and Mr. Rupert Knight moving into the post of Garage Foreman which was vacated by Mr. Walcott. There are now two vacant posts to be filled as Mr. Jefferson Catlyn resigned from his post, effective January 31.

Several staff members have received additional training to keep abreast of newer technologies. As noted last year, this has also helped to reduce the outsourcing of work to private garages. Mr. St. Clair Walcott completed the First Line Management course at Bermuda College; all the staff of the garage completed training on the emergency generator with Mr. Jimmy Viera of Diesel Generator Ltd.; Mr. Rupert Knight is assisting Mr. Eugene Smith with computer training. Another anticipated cost-saving measure may see the Police Service importing Opel spare parts direct from the United Kingdom. We believe that this will also reduce the amount of time that vehicles are off the road, something that we wish to keep to a minimum.

The Garage has now acquired an Opel Tech 2 kit and receives monthly updates of the associated software. This has transformed our ability to service our Opel vehicles in a more efficient manner. There will be further Opel Astra training courses once talks with Mr. Danny Que of ITC in Barbados are completed. We have also purchased the latest version of "Truck Tracker". This will enable us to record monthly fuel consumption, parts usage, and labour time for every vehicle.

The staff of the Garage remains committed to offering the highest quality of service and, with a commitment to ongoing training and improvement, we are convinced that the Police Service will be the better for our efforts.

NARCOTICS DIVISION

The Narcotics Division, with the assistance of the Intelligence Division identifies, investigates, and targets for prosecution organisations and individuals responsible for the importation and distribution of illegal drugs. The primary functions of this Division continues to be to enforce the Misuse of Drugs Act 1972, and to serve as the single point of contact for the coordination of all international drug investigations.

Drug trafficking in all drug categories results in the generation of millions of dollars in illicit funds and proceeds. One of the goals of the division is to disrupt and dismantle the illicit operations of major drug trafficking organisations, both international and domestic, that impact the country. Attacking their financial structure and increasing the seizure and forfeiture of their assets further this goal. Therefore, Narcotics Division's core priorities remains targeting and attacking the leadership of major drug trafficking organisations. The Service must lead Bermuda's drug law enforcement by implementing intelligence driven targeting and investigations through the increased collection and analysis of both human and technical intelligence that identify the major drug threats.

This year was a successful year for the Narcotics Division, albeit there was a 41.5% reduction in the amount of drugs seized. However the measure of success involved the number of criminal organisations, especially on the cruise

ships, that were dismantled. The Division also maintained an extremely good partnership both locally and overseas, with Hamilton Customs, the Drug Enforcement Administration (DEA) and US Customs, Miami Division. This partnership and information sharing approach has greatly benefited this Division. The Bermuda Police Service is also fortunate to have a specially assigned US DEA agent as our liaison officer, and his assistance continues to be invaluable to the Service.

Interdiction efforts are not always limited to Bermuda. Narcotics officers have had to travel extensively throughout the Caribbean, US, and Europe to assist with enquiries affecting Bermuda.

Highlights

Organisationally the division operates under a four team concept:

The Combined Enforcement and Interdiction Team (CEIT)

The Cruise Ship Enforcement Team (CSET)

The Street Enforcement Team (SET)

The K9 Team

The CEIT and CSET are in partnership with HM Customs supported by a Memorandum of Understanding (MOU).

Below are a number of noteworthy cases during 2003.

A 23.2 kilogrammes of Cannabis seizure on the Hamilton Docks. Five persons were arrested and are pending trial.

A 10.9 kilogrammes of Cannabis seized on the Hamilton Docks. One person arrested and is pending trial.

In a partnership with US Customs, New York Division, four kilogrammes of Cannabis was seized in New York resulting in four persons being arrested in Bermuda. Case pending before the courts.

Another case involving a partnership with the US Customs, New York Division resulted in a kilogramme of Cocaine being seized in New York and three persons arrested locally.

67.5 kilogrammes of Cannabis were seized both locally and overseas (in partnership with the DEA), resulting in an arrest of three persons locally.

11.6 kilogrammes of Cocaine were seized aboard a Cruise Ship. Three persons arrested and one sentenced to 14 years. Others awaiting sentence.

996.9 grammes of Cocaine were seized aboard a Cruise Ship. Three persons arrested and one sentenced to three years imprisonment, others awaiting trial.

992 grammes of Cocaine were seized aboard a Cruise Ship. Arrested person awaiting trial.

251.4 grammes of Crack were seized at a Nursery School. Six persons arrested. One sentenced to 10 years imprisonment. Others awaiting sentences and trials.

A number of these cases involved the use of both the K9 and SET.

Airport Facilities

The Airmail Facility, Courier Services, Post Offices and the Freight Shed accounted for approximately 21% of the drug seizures. These facilities continue to provide great challenges to CEIT officers.

Canine Unit

The Canine Unit played an integral part in the successes over the course of this year. This unit now operates with three canines, Rocky (Belgian Shepherd), Hutch (Belgian Shepherd), and the newest member of the unit, Rena (Dutch Shepherd). These canines are crosstrained, which means that they may be used as patrol and/or drug detection canines. They are trained to detect the three main drug odours: Cannabis (including Cannabis Resin and Hash Oil), Cocaine (Crack), and Heroin.

The year has been considered a successful one for the Division. Officers have had to contend with challenging working conditions and a lack of equipment; however, because team spirit and morale was at an all-time high, the end result was a successful year.

CRIME SUPPORT DIVISION

SERIOUS CRIME UNIT (SCU)

In November, Superintendent White took over as Officer in Charge of the Crime Support Division. Superintendent White has had a positive effect on the success of this unit in a short space of time. In March, Constable Woolridge moved on to the Narcotics Unit after spending four years in this unit and in October, Constable Jason Smith was added to the permanent staff at SCU.

The Serious Crime Unit had a very successful year again in solving serious crime. We have recently seen an increase in incidents involving firearms and gang violence. This unit has had enormous success in dealing with these investigations in a swift and professional manner, placing offenders before the courts and ensuring the public's confidence in the Bermuda Police Service response to these types of incidents.

The following are a few serious incidents investigated by the SCU during 2003:

- Shaundae Jones Murder
- Nicky Tucker Attempted Murder
- Grotto Bay Armed Robbery
- Sudden Deaths as a result of Hurricane Fabian
- Other Sudden Death enquiries due to natural causes and drug overdose
- Several Firearm and Gang Violence Incidents

Significant achievements for this unit during 2003 are as follows:

- This Unit recovered a firearm and ammunition during the Shaundae Jones murder enquiry.
- Established a strong partnership with overseas authorities such as the Drug Enforcement Administration (DEA) and the Federal Bureau of Investigations (FBI) during the Shaundae Jones murder enquiry.
- The SCU staff were proud recipients of a Merit Award.
- Members of this Unit received additional training both overseas and locally.
- The continuous high success rate in bringing closure to incidents reported of a serious nature.

Achievements in relation to the Crime Management Strategy:

- The interaction between the SCU and the Intelligence Division continues to prove extremely important in gathering information on firearms and gang violence intelligence.
- The assistance of other internal departments such as ERT, PSU, VCU, CIU and Narcotics have played an important role in our investigations and operational orders and we wish to thank them for their assistance.
- The assistance and support of our civilian staff and members of the public are also gratefully acknowledged and appreciated.

Overall, 2003 was a very successful year for SCU. The officers in this Unit continue to show great commitment and dedication to their work, ensuring that both the public and the organisation's demands are met.

CRIME MANAGER

During the year, the Crime Manager continued to build on his vital information-sharing relationships with the Intelligence Division and with the various Criminal Investigations Units. The Crime Management Strategy describes the role of the Crime Manager as including the following:

- Be directly concerned with the day-to-day management of crime – reviewing and analysing real-time crime data.
- Informing senior management and divisional officers of developing and emerging crime trends.
- Develop crime control strategies and action plans for investigative Units.

During the year, work on preparation of a Murder Manual was concluded and the Manual adopted by the Policy Committee. An implementation plan is being worked on, with the view of having the Manual being put into use by the Service during the summer.

In a further effort to standardise the way in which crime reports are recorded and to ensure that all relevant information is captured by the first officers receiving crime reports, the Crime Manager prepared a set of guidelines which have been approved for use throughout the Service. These guidelines have also been reproduced on handy pocket cards for the benefit of Patrol Officers.

COMMERCIAL CRIME DEPARTMENT FRAUD UNIT

The Fraud Unit currently comprises of one Detective Inspector, one Detective Sergeant and three Detective Constables. During 2003 the Unit was operating with an Acting Detective Inspector, an Acting Detective Sergeant and two Detective Constables. This was due to the fact that the substantive Inspector was attached to the Bermuda Housing Corporation inquiry.

The following shows the number of fraud related crimes reported compared with the previous year:

| | 2002 | 2003 |
|--------------------------------------|------|------|
| Advance fee fraud letter/e-mails | 895 | 682 |
| Bermuda Monetary Authority Enquiries | 171 | 267 |
| Fraud Intelligence | 60 | 50 |
| Counterfeit Currency | 53 | 50 |
| Fraud Investigations | 50 | 73 |

The total dollar amount of reported fraud for 2003 was \$1,132,513 compared with \$2,852,628 for 2002.

Cases of note for 2003 include the following:

- The conviction of a woman who stole \$320,000 from her employer and was sentenced to 12 months imprisonment.
- The conviction of a man who fraudulently induced several investors to part with \$168,000. Sentenced to three months in prison served intermittently. Sentence appealed.
- The successful investigation of a woman who stole \$70,000 from her employer and made a full admission of the offence which is pending before the court.
- The successful investigation of a man who stole \$160,000 from his employer and made a full admission of the offence which is pending before the court.

On the proactive policing side the Fraud Unit adopted a new strategy with respect to advance fee fraud e-mails. This was done by advising recipients of such e-mails by not only forwarding them to the police but also on to the abuse department at the respective Internet Service Providers. The Acting Detective Inspector also appeared on local TV advising the public in general on the different kinds of scams that were circulating locally.

A number of local people were also saved from serious losses when an overseas scam artist had been conducting seminars around Bermuda. These potential investors were warned by the Police of the potential scam and the suspect was put on the Immigration stop list preventing his return to the Island.

The Commercial Crime Department was the first to use the taped interview process and for the majority of 2003 was the only department to interview suspects in this manner. From the operation of taped interviewing came a number of policy changes that were put forward by CCD staff which have enhanced the policy that impacts the Service as a whole.

The training of staff in the Fraud Unit was limited to one officer who attended an Advanced Fraud Investigators Course in Miami hosted by Dade County Police. The same officer also became a credited Financial Investigator through the Caribbean Anti Money Laundering Programme (CALP).

The Fraud Unit continued its excellent partnership with White Collar Crime Investigative Team (WCCIT) in Miami and as a result benefited with assistance on a number of local and overseas investigations. The Royal Canadian Mounted Police also provided valuable assistance and expert help with some investigations during 2003. The Fraud Unit maintains an excellent relationship with the media in providing valuable information to the public on various scams, solicitations and warnings on counterfeit currency fraud trends.

A business plan for the Fraud Unit was submitted in August 2003 in the hope that the Unit can be expanded to cope with an ever increasing amount of intelligence and the amount of cases that are currently being investigated.

FINANCIAL INVESTIGATION UNIT

The Financial Investigation Unit (FIU) currently consists of five officers; a Detective Inspector, two Detective Sergeants, and two Detective Constables. One Detective Sergeant has been attached to the Bermuda Housing Corporation investigation team since September 2002. One further Detective Constable is currently on secondment to the FIU from Avon and Somerset Constabulary, UK in the capacity of consultant. His contract expires at the end of April 2004 at which time he will be returning to the UK. A business plan was submitted in late 2002 highlighting the need to expand the FIU, and increase the staffing level of the unit creating eight new additional posts. The business plan received Cabinet approval in March 2003, with funding provided for three Police officers and a civilian Analyst for the financial year 2003/2004, and two Police Officers, a civilian Forensic Accountant and civilian Administrative Assistant for the financial year 2004/2005. To date, only one of the Police posts for 2003/2004 has been filled.

Some training courses and conferences were attended by members of the unit during 2003 as follows:

Overseas:

- Egmont Group plenary meeting and Heads of FIU conference in Sydney, Australia. (one officer)
- Egmont Group IT meeting and workshop hosted by the Liechtenstein FIU, Vaduz, Liechtenstein. (two officers)
- Terrorist Financing & Money laundering conference hosted by the US Department of Justice in St. Thomas, US Virgin Islands. (one officer)

p a t i e n c e



pā/shens: n. **1.** The bearing of provocation, annoyance, pain, etc., without complaint, loss of temper, irritation, or the like.

2. Quiet perseverance; even-tempered care; diligence.

h o n o u r

on/er: n. 1. Honesty or integrity in one's beliefs and actions
2. Personal integrity 3. Sense of what is right or due.



The discipline of endurance

- IMF/World Bank/Caribbean Financial Action Task Force country evaluator's training seminar hosted by the Bank of Jamaica, Kingston, Jamaica. (one officer)
- XVIII CFATF Plenary meeting and Regional Heads of FIU conference and workshop in Antigua and Barbuda. (one officer)
- Advanced Financial Investigator's course hosted by the Caribbean Anti-Money Laundering programme in Antigua and Barbuda (two officers).
- FIU Supervisor's Symposium hosted by the Caribbean Anti-Money Laundering programme in Antigua and Barbuda. (two officers)
- Confiscation training course hosted by the Assets Recovery Agency, Financial Investigation Centre of Excellence, London, UK. (one officer)

Local:

- Anti-Money Laundering conference hosted by the National Anti-Money Laundering Committee of Bermuda at Elbow Beach Hotel, Bermuda. (five officers)
- Zero Based Budget workshop hosted by the Accountant General, Bermuda. (one officer)
- Performance Appraisals for Managers workshop hosted by the Department of Personnel Services, Bermuda. (one officer)
- Excel computer software training course hosted by Computer Systems & Services Department, Bermuda Government. (three officers)

The number of disclosures received from local financial institutions by the FIU, pursuant to the Proceeds of Crime legislation, decreased from 2,570 in the year 2002 to 275 in the year 2003. This decrease was mainly due to the closure of the Western Union facility which was the main source of Suspicious Activity Reports (SARs). The number of non-Western Union disclosures in 2002 was 501. This is more comparable to the 2003 figure of 275. The fall in this figure is mainly due to one particular institution that has significantly reduced the number of disclosures made. The total value of suspect monies forming the basis of the 275 suspicious activity reports made in 2003 amounted to \$58,821,809.51. A breakdown of those disclosure figures shows the number of suspicious activity reports made during 2003 as follows:

| | | | |
|-------------------------------|-----|----------------------------|---|
| Banks | 257 | Investment providers | 2 |
| Bermuda Stock Exchange | 3 | longterm insurers | 6 |
| Collective investment schemes | 1 | Trust companies | 2 |
| Credit Union | 1 | Non-regulated institutions | 3 |

The 275 disclosures received were generally of high quality and required extensive enquiries. However, with limited resources to investigate, only three money laundering investigations were commenced during 2003 resulting from disclosures received.

Several money laundering investigations were carried over from 2002 and are still ongoing, while three new money laundering investigations were commenced during 2003 as a result of disclosures received. One money laundering case finally saw 36 money laundering charges laid against one individual, and the case is currently under arraignment before the Supreme Court. There were eight arrests made during 2003 for money laundering offences, together with four separate cash seizures. In total, some \$173,055.00 in cash was seized during 2003 pursuant to Section 50 of the Proceeds of Crime Act 1997. Of this amount, some \$102,260.00 has been forfeited to the Confiscated Assets Trust Fund; the remaining amount is still subject to cash detention orders with a view to making application for forfeiture in the near future.

During 2003, the FIU received 37 notices relating to drug trafficking arrests, and a further five notices relating to relevant offence arrests. As a result, financial investigations were commenced with a view to making applications for confiscation orders under the Proceeds of Crime Act in these cases. In furtherance of all financial investigations conducted during 2003, some 129 court orders were obtained as investigative tools. There were five forfeiture orders made pursuant to section 37, Misuse of Drugs Act 1972 totalling \$13,908.00, and no confiscation orders pursuant to sections 9 and 10 Proceeds of Crime Act 1997 made during 2003. Finally, there were assets held under restraint order in three separate cases during 2003 amounting to some \$4,735,000.00.

Other cases dealt with by the FIU during 2003 can be highlighted as follows; overseas enquiries (10), overseas enquiries received from Egmont Group members (40), and financial information requests (101).

Throughout 2003, the FIU continued to maintain its partnerships with the local financial community, the Bermuda Monetary Authority, the Ministry of Finance, and the National Anti-Money Laundering Committee (NAMLC). In addition, the FIU further developed its partnerships with overseas bodies and agencies such as the White Collar Crime Investigation Team (WCCIT) in Miami, the Egmont Group (an international body of national FIU's), the Financial Crimes Enforcement Network in the US, the Drug Enforcement Administration (DEA), and various Police and investigative agencies worldwide.

In terms of engaging the Policing Strategy for the Community during 2003, the FIU continued in partnership with the National Anti-Money Laundering Committee on a public awareness campaign directed at all local financial institutions, with many presentations and lectures given throughout the year. Several presentations were also given to members of the Bermuda Police Service attending Training School courses. The Detective Inspector of the FIU also gave a presentation, as guest speaker, and joined a discussion panel at the National Anti-Money Laundering Conference held at the Elbow Beach Hotel. The FIU also continued to distribute a money laundering awareness poster both within the Bermuda Police Service, and amongst members of the local financial and retail sector. This project is still in progress.

There were no significant capital expenditures made by the FIU during 2003. However, in September 2003 the FIU had to vacate the office located in McBeath Building at Police Headquarters as a result of severe damage being caused by Hurricane Fabian. The FIU, together with the Fraud Unit, are currently occupying rented offices located in the Emporium Building, Front Street, City of Hamilton.

During 2003, the FIU continued to perform well under difficult conditions. In March, a business plan was successful in receiving Cabinet approval for further expansion of the unit in terms of human resources. In all, a further eight (8) positions were approved over a two year period; five Police personnel and three civilian support personnel. Efforts continue to fill the newly created posts.

Other significant achievements of the FIU during 2003 would include the Detective Inspector being selected by the Egmont Group to be included on their list of FIU experts. As a result, the officer was invited by the International Monetary Fund (IMF), World Bank (WB), and the Caribbean Financial Action Task Force (CFATF) to assist with their country anti-money laundering evaluation and assessment programme during 2003. The officer subsequently was a member of a joint IMF/WB/CFATF mission team to St. Kitts & Nevis. The officer was also required to assist as an independent examiner to the IMF reviewing the law enforcement and FIU portions of an earlier assessment report on the Bahamas.

JUVENILE AND DOMESTIC CRIME UNIT (JDCU)

Statistical Review

The following is a synopsis of the crimes or incidents reported to the Juvenile and Domestic Crime Unit during 2003 and resulting in investigations being carried out:

| | | | |
|------------------------------------------|----|----------------------------|-----|
| Murder | 1 | Child Abuse | 8 |
| Sexual Assault/Unlawful Carnal Knowledge | 49 | Annoying Telephone Calls | 144 |
| Child Abduction | 5 | Missing Persons (Adults) | 68 |
| Child Neglect | 17 | Missing Persons (Children) | 78 |
| Children's Act Investigations | 28 | | |

The following is the staffing levels for the Juvenile and Domestic Crime Unit during 2003. Established positions are one Inspector, one Sergeant and five Constables.

- January – May 2003 One Acting Inspector, three Constables
- May – December 2003 One Inspector, one Sergeant, three Constables

As of May 2003 an Inspector was posted to the Unit. During the course of the year one Constable had been on attachment to the Commercial Crime Unit. A Constable has now been posted to replace that officer. The Unit remains under strength by one Constable.

Courses attended by JDCU personnel during 2003

- Detective Inspector Giles – Child Fatalities and Physical Abuse, July 7 to 11.
- Detective Constable Tankard – Sex Crimes Investigations, December 1 to 5.
- Detective Constable Foggo – Sex Crimes Investigations, December 1 to 5.
- Detective Constable Rock – Therapeutic Crises Intervention, December 1 to 5.

Actions taken in support of the Policing and Crime Management Strategy

Enhanced Partnerships

The Unit has continued to enhance and improve on partnerships with other agencies having a vested interest into the welfare of children. Regular meetings have been scheduled with the supervisors of Child and Family Services to discuss and develop successful resolutions to ongoing cases and incidents involving children. In particular courses of action are agreed regarding prosecutions and interventions having regard to legal issues surrounding the case. A joint study of the Children Act 1998 has included improved methods for the recovery of run away children and for the protective intervention of children from adults who may cause them significant harm. Meetings have taken place with the staff of the child residential treatment centres for a closer liaison in dealing with wayward children. This has resulted, where necessary for applications to be made to the Court for a secure treatment orders or for transfers to the co-ed prison facility.

The Unit has extended relationships with the Probation Services and now actively assists in checking clients' subject of curfew orders. This entails joint patrols to visit homes, locating those in breach of curfew orders and bring such matters before the Court.

A close liaison is maintained with the Sexual Assault Response Team (SART). Unit members serve on the Executive Board and the Operating Team. A programme of joint training between the SART nurses and the Police was arranged. The Unit heads are actively involved in developing SART initiatives. The development of a strategy and mission statement for SART is planned.

Active roles involving crime prevention and education ultimately resulting in community based problem solving exist with the Education Department, Teen and Adolescent Services and the Women's Resource Centre. To this end Unit members attend meetings to give lectures on the mandatory reporting of child abuse, the legal provisions of the Children Act 1998, the cause and effects of teen violence, the role of the Police Service in the investigation of child abuse and sexual assaults on children.

An inter-Divisional liaison has been established with the Community Safety Department of the Operational Policing Division under the command of Chief Inspector Michael DeSilva. This allows for an overlap and sharing of information relative to offences against children. Close interactions exist in tasking for the resolution of incidents involving children, identifying problems, executing quality focused investigations and providing for community education and prevention of offences. The Schools Resource Officers act together with this Unit to identify incidents of child abuse and cause investigations. The CBO's assist the Unit in the recovery of missing persons, the investigation of annoying telephone calls and the sharing of intelligence relative to child offenders and victims.

Quality Focused Investigations

Emphasis on quality focused investigations has been made and Unit Investigators are briefed on the importance of focusing on and pursuing those cases that are likely to bring about a successful outcome. The principle of screening crimes for those criteria that give a probability for success is employed. Recognition is given to the investigation of non-criminal matters and the need for the Unit to supply an intervention service to help children and the public at large arrive at equitable solutions to their problems. Incident reports are actively checked for accuracy and an appropriate assessment and disposition noted.

Diversion from Crime

The action of cautioning offenders, providing for treatment by specialist agencies, intervention by counselling parties or referral for counselling to other agencies, and warning individuals against continued unacceptable behaviour is both encouraged and practised. Both Government and non-Government agencies are employed to interact with victims and offenders to arrive at resolutions to problems. Initiatives are pursued to seek reduction in offences against children, especially in the area of public awareness. Media interactions have been formed to expose and explain the role of the JDCU and the type of offences committed against children. Parents, caregivers and children are repeatedly spoken with and counselled as to their behaviour or behaviour that they may witness. Preventive interventions are encouraged including the mandatory reporting of child abuse and the need to take an active role in crime prevention by reporting suspect behaviour to the Police.

New initiatives during 2003

Audit of offences or incidents and creation of recording system

A thorough audit of the outstanding workloads has been made with a view to disposing of those matters that have no likelihood of a successful conclusion. A new system of spread sheet style recording of allocated ICR's and the movement of files has been established. Return dates are actively monitored to ensure that deadlines are met and that files for court are timely delivered to the DPP. Investigators are required to update computer text in a timely fashion to explain actions taken and results of investigations.

Audit of Exhibits

The care, custody and control of exhibits remain a priority in the management of the Unit. Exhibits have and remain under review for their timely return to owners or disposal as directed by a court. The Unit exhibit locker has been moved to a larger cupboard for better control and access to property. The audit is ongoing with dispositions being defined and action taken for disposal.

Targeting offenders – creation of new legislation

The Unit remains committed to the targeting of offenders against children especially those that fall into the category of paedophiles. The Unit is cognisant of the aspects of intelligence led policing and to this end works with FIO's and the Intelligence Division for the identification, and targeting of child predators. Assistance is given in the circulation of bulletins, the sharing of intelligence and the dissemination of relevant and lawful material to the public, especially to those that control area where children are likely to play and seek entertainment. A paper has been written by Sergeant Clarke and forwarded for the information of the Commissioner and Cabinet relative to issues of offences against children and the need for enhanced legislation. Ongoing meetings are taking place with members of the DPP, Attorney General's and Child and Family Services regarding the improvement of law governing the interviewing of child victims

and vulnerable persons. Remedy is being sought to the issue of dealing with the control and registration of sexual offenders post conviction. Review is being undertaken of the needs of children when presenting evidence in court.

VEHICLE CRIME UNIT

The Vehicle Crime Unit (VCU) is responsible for the investigation of stolen vehicles throughout Bermuda. The office was formed in the 1970's to address the problem of stolen cycles and pack racing. However the dynamics of the Unit have changed and now the VCU deal with the theft and removal of all vehicles. Two wheeled vehicles are the primary vehicles stolen, but there have been incidents of cars, taxis, vans and trucks all of which the VCU have been mandated to investigate.

Over the years there has been a steady increase in the amount of vehicles stolen per year. There are many schools of thought as to why this problem exists:

- The cost of parts, especially for two-wheeled vehicles, is excessive – creating an inducement to steal.
- Distributors' inability to store an adequate stockpile of spare parts.
- Stolen parts can be redistributed by a thief for a fee making it a lucrative venture.

With all of the above in mind, vehicle crime remains, a crime of opportunity. Vehicle owners need to take more time and care in securing their property. Throughout 2003 officers from the VCU attended each of the leading cycle distributors and offered advice on security of their premises as well as advice to pass onto prospective owners.

The firms visited were Holmes, Williams and Purvey (HWP), distributors of:

- Honda (several models)
- Piaggio
- Liberty
- Kymco
- Gilera
- DNA

Star Motors, distributors of:

- Suzuki (several models)
- Honour

Wheels Limited, distributors of:

- Peugeot (several models)

World Distributors Limited distributors of:

- Yamaha (several models)
- Malagutti

Excluding Stars Motors, each of the listed firms experienced some form of breach of their facility which was cause for Police investigation. The VCU expect to deal with cases of vehicle theft from residences or remote areas around the Island, however when establishments are burgled, that presents a controllable situation. This activity prompted meetings between VCU and the various dealerships. As a result, in some cases cameras have been erected, reinforcement fencing has been deployed in specific areas, and in one case several cycles have been relocated within the company grounds to an area which is well lit and open.

Throughout the year the VCU were involved in talks with each of the Island's Insurance companies, cycle distributors, representatives from the Transport Control Department and local and foreign companies in a bid to improve crime reduction efforts.

In 2003, the VCU approach to vehicle crime and theft was to strenuously investigate those complaints that there was a suspect(s) identified or there was reason to believe that a positive conviction will be the end result. In 2003, the VCU adapted the policy of contacting complainants for three reasons:

- 1 to confirm that initial information obtained was correct.
- 2 to ascertain whether or not more information exists to assist in the investigation.
- 3 To assure the owner that their complaint was received by the VCU.

This policy proved fruitful as in many cases new information was received. In some cases we learned that the owner's had recovered their property without Police knowledge. When a vehicle has been recovered it needs to be recorded.

Significant arrests during 2003

- A 20 year-old Warwick man was arrested in March 2003, for the theft of five motorcycles from the General Post Office (GPO). During the course of the investigation many other crimes were solved. He admitted to stealing other cycles as well as a store break-in at the Lindo's Family Market Ltd. (October 2002) and two housebreak-ins. Several of the cycles were recovered and some of the property from the housebreak-ins was recovered. Information was received on an accomplice. The accomplice was dealt with in Her Majesty's Courts (HMC) where he was found guilty of his offences.
- A 19 year-old Devonshire man was arrested as a result of information received from a previous case. The 19 year-old Devonshire man admitted his role in the Lindo's Market store breaking. His name surfaced again after a complaint of robbery was received. He and another accomplice robbed a man of his cycle as he rode along South Road, Paget. The 19 year-old Devonshire man has since been sentenced by Supreme Court to two years in prison.
- An 18 year-old Devonshire man was arrested in connection with robberies and removals. Awaiting sentencing in the Supreme Court.

In May 2003, the complainants reported their respective cycles stolen. This led to an extensive investigation involving the arrests of:

- An 18 year-old Sandys Parish man
- A 32 year-old Smith's Parish man
- A 16 year-old Southampton boy
- A 17 year-old Sandys boy
- A 14 year-old Sandys boy
- A 16 year-old Warwick boy
- A 17 year-old Sandys Parish boy

A number of offences, including break-in and entering, were cleared as a result of these arrests.

July presented the VCU with problems that only grew during the summer. St. George's experienced an increase in vehicle crime. VCU liaised with the St. George's Criminal Investigations Unit in an attempt to solve the crimes. The St. George's Club Resort was a target for young thieves and due to the class of vehicles stolen, (livery cycles) we set our investigation on juveniles. An operation was put in place and four juveniles were arrested as a result.

Although cases are still pending, the arrests had a positive effect on vehicle crime in St. George's and with their assistance three of the cycles were recovered.

During the last quarter of 2003, the city experienced a spike in the number of thefts and removals. VCU conducted City of Hamilton observations in the city area and obtained valuable information into the suspects committing the thefts. An off duty Police officer foiled the attempt of yet another theft within the city.

Through a series of interviews and assistance, VCU recovered many of the cycles recently stolen from the city. The other party involved in city thefts has been brought before the Court.

Those are only a few of the arrests made by the VCU during 2003, however each had a significant impact on vehicle crime in that thefts decrease when they were arrested.

| | |
|---------------------------------------|-----|
| Total arrests in 2003 | 140 |
| Arrests for stealing related offences | 61 |
| Arrests for warrants | 54 |
| Arrests for drug related offences | 12 |
| Arrests for other offences | 13 |

In 2003, there were a total of 1,166 vehicles (all types) stolen. The estimated dollar value of that amount of vehicles is \$3,498,000 which was 20.7% lower than the figures recorded for the year 2002 (1,471) (\$4,413,000). More impressive was the difference in the dollar value between vehicles stolen in 2003 than in 2002, \$915,000 less.

Pembroke Parish accounts for a very high portion of the vehicles stolen during 2003. This has been a trend for years. During 2003, VCU increased their patrols and visibility in an attempt to reduce this statistic.

Motorcycles accounted for more than 50% of the vehicles stolen during 2003. Auxiliary cycles accounted for more than 30%. A bothersome statistic was the amount of motor cars stolen (41); this accounted for 3.6% of the total figure. In that category, all but two of the cars were returned to their owners.

INTELLIGENCE DIVISION

The Intelligence Division consists of the Drug and Crime Intelligence Unit, Special Branch/Government Security Unit, Crime and Drug Prevention Unit, the Intelligence Support Unit, the Crime Statistics Unit, the Criminal Records Office and Crime Stoppers. Members of the Intelligence Division also function in partnership with Bermuda Customs and US Customs at the Bermuda International Airport, where the team operates as the Passenger Analysis Unit.

In 2003, up until the end of October, Superintendent Roseanda Jones managed the Division. She handed over the helm to Superintendent Randolph Liverpool with effect beginning of November 1. Superintendent Liverpool currently manages the Division, ably assisted by Inspector Pitt, the Intelligence Manager.

In July, part of the Division was briefly disrupted when the Drug and Crime Unit, the Intelligence Support Unit, supervisors and support staff had to vacate Bettington Block at Headquarters, because of health and safety problems created by moulds and poor ventilation. Personnel relocated to the former Cable and Wireless Building (opposite City Hall), on Church Street, in the City of Hamilton. In September, the vacant building was severely damaged by Hurricane Fabian and has been undergoing major renovations since then. It is anticipated that the staff will reoccupy the building in late April, 2004.

s t r e n g t h



Strength n. 1. The quality or state of being strong; vigour.

2. Power by reason of influence, authority, resource etc.

Throughout the year 2003, the Intelligence Division kept busy implementing the tenets of the Intelligence Model, a framework based on intelligence-led policing (focused investigation/operations, based on sound intelligence for specific results). Several products and techniques were standardised, technology was improved, and many members of the Division were trained in various aspects of intelligence-led policing and intelligence management. The team deserves accolades for its hard work and productivity, albeit in challenging circumstances where human resources were consistently inadequate and conditions were often unenviable.

The civilian support staff must also be commended for their sterling performance, which sometimes exceeded job descriptions. It was unfortunate to lose the intelligence analyst, Mrs. Owinda Marchbanks in early December. After working with the Division for four years, Owinda resigned and relocated to the US with her family. She was awarded a Commissioner's Commendation for her sterling contribution to the Service. The position for a fully qualified intelligence analyst was still vacant at press time. However, the trainee analyst, Ms. Darlene Astwood is progressing steadily and fulfilling some of the Division's analytical needs. Notwithstanding, having a fully qualified analyst can greatly enhance the output of the Division, as highlighted in the HMIC Report in 2003, which strongly recommends that the authorities, "find both an immediate solution to the lack of analytical capacity in the Service, and a longterm strategy to ensure that trained analysts are recruited in sufficient numbers to ensure that intelligence-led policing is given a chance of success." Our appreciation for the support staff was also evident in December, when all proceeds (approx. \$1,800) from fundraising at our Christmas Party were donated to Ms. Larssene Bradshaw, who had lost most of her belongings in a house fire – part of the aftermath of Hurricane Fabian – earlier in the year. The Division continues to foster meaningful partnerships with local and overseas agencies and extend its gratitude for significant co-operation throughout the year, which for the most part contributed to successful outcomes.



The power of influence

SPECIAL BRANCH/GOVERNMENT SECURITY UNIT

Special Branch and the Government Security Unit (GSU) form a single department within the Intelligence Division. An Inspector, a Sergeant, a Secretary/Registrar and three Constables staff the department. The department remains an integral part of the Service, accountable to the Commissioner of Police through Officers In Charge (OIC), Intelligence Division and the Assistant Commissioner.

The department is responsible for the gathering, assessment and interpretation of intelligence that might assist in the recognition and counteraction of security threats, rather than criminal threats. In addition to conducting local enquiries on behalf of a variety of agencies, the department also conducts vetting enquiries, technical surveillance counter measures and is responsible for the security of local and visiting Very Important Persons (VIPs). From a government security perspective, the department co-ordinates protective security policy throughout Government and helps to ensure the security of critical infrastructure key points on the Island.

This was a busy and challenging year for Special Branch, particularly as it related to the ongoing war on terrorism. Special Branch officers responded magnificently to the increased workload in support of overseas investigations as well as managing a variety of local enquiries and other demands.

The GSO assisted in a number of seaport security initiatives including the implementation of a seaport security pass system as an integral component towards full compliance with the International Maritime Organisation (IMO) International Ship and Port Facility Security Code (ISPS) by the July 1, 2004 deadline. The department also contributed towards the national review of security at ports of entry.

In May 2003, the Government Security Officer made a presentation to the International Council of Cruise Lines in Washington DC as part of a delegation led by the Minister of Transport the Hon. Dr. Ewart Brown JP MP. The presentation focused on maritime security issues of mutual interest, including a detailed terrorist risk assessment and review of contingency and tactical responses.

Special Branch officers continued to work in partnership with the Passenger Analysis Unit, Bermuda Customs and the Department of Immigration to provide intelligence support at the Bermuda International Airport. A variety of successes were attributable to this initiative including the August 2003 disruption of an international alien smuggling operation that had targeted Bermuda as the conduit for the illegal movement of Chinese nationals travelling on false documents into the US and Canada.

On July 24, 2003, the people of Bermuda went to the polls to cast their votes in the General Election. In conjunction with the entire Intelligence Division, Special Branch officers made a valuable contribution to the security of the General Election and also to the preparation of the most comprehensive election briefing document ever produced for an election.

As part of the department's ongoing commitment to staff development, three Detective Constables benefited from technical training and attachments in England during November and December 2003. All three officers enjoyed attachments to Sussex Police Special Branch at Gatwick Airport. One officer also benefited from an attachment to the National Ports Office at Heathrow Airport.

The department also co-ordinated a number of highly successful VIP visits during the year, including the visit in October 2003 of His Royal Highness, Prince Edward, Earl of Wessex, during which Special Branch officers worked closely with officers from the Metropolitan Police as well as Bermuda Police Service VIP Close Protection officers.

The coming year presents the department with new challenges and opportunities to succeed. From the Special Branch perspective, the department plans to enhance our information management through the development of a new database and document retrieval system. From the perspective of Government Security, the department has set goals that include the implementation of robust enhancements to maritime security in compliance with international standards, reviewing Government Security Instructions and organising training for a network of Departmental Security Officers throughout Government.

CRIME & DRUG INTELLIGENCE UNIT

In 2003, the Crime and Drug Units were amalgamated to form one single Unit, accomplishing an objective that was outlined in the Intelligence Model. The Unit comprised one Sergeant and three Constables. One Constable was assigned to the crime desk while the other two Constables were assigned to the drug desk. Initially, Detective Sergeant Adam Payne supervised the Unit but he resigned in April 2003. Detective Sergeant Cheryl Watts succeeded him in August. A few months after the amalgamation of the Units it became increasingly evident that the focus on intelligence-led policing created several structured tasks and large volumes of work in each discipline (crime and drug), making it impractical for one constable to handle all tasks at the crime desk, and for one supervisor to oversee the unit effectively. On a temporary basis, the crime desk had to be increased by one constable and Detective Sergeant Brentano, the statistician assisted in supervising the team. Detective Sergeant Watts oversaw the drug desk. The withdrawal of Immigration and Customs personnel by their respective departments, from the Drug and Crime Unit also contributed to the need for more police personnel in the unit. Consequently, officers were withdrawn from the Passenger Analysis Unit at the airport to supplement the Drug and Crime Unit, a situation that still existed at the end of the year.

Crime Desk

Detective Constable DeAllie and Detective Constable Terry handled all crime related matters and were supported by Detective Constable Knights, the field intelligence officer, and the intelligence analyst. They were tasked with the collection, evaluation and production of all researched crime products for dissemination to the Service. Particular emphasis was placed on firearms intelligence, loosely organised groups, gangs, and career criminals. There was a proliferation of firearms intelligence/incidents in 2003, resulting in a total of 57 information submissions, compared to 33 submissions in 2002. Consequently, the crime desk disseminated several intelligence briefs, alerting the Service of perceived threats and advising on officer safety. The year also saw an increase in incidents of violence amongst members of gangs, whose weapons of choice were firearms, machetes, knives and baseball bats. With the assistance of the Police Support Unit and Serious Crime Unit, the Crime Desk conducted exhaustive database research of the groups and a 411 page intelligence package has been prepared for distribution to various units throughout the Service, for the purpose of investigations and targeting. Efforts will be made to keep the package current; therefore, the Crime Unit welcomes input from all members of the Service, in this endeavour. The Unit also maintained established databases on career criminals, with emphasis being placed on criminal profiles and methods of operation. To this end, the Unit relied more on informants and liaison with local agencies, including the Court and Department of Corrections. Close liaison with the Crime Manager, Serious Crime Unit, the Criminal Investigations Units and Vehicle Crime Unit also assisted with the collation of information for producing Crime Summaries and Intelligence Weekly Briefs, standardised products used for timely dissemination of information to all street level officers.

In December, the Unit produced briefing packages, highlighting the top 12 "crack houses" and "hotspots" around the Island. These locations were targeted during a one-week exercise, known as Zero Tolerance, just before Christmas, resulting in several seizures of drugs, arrests of suspects, and the disruption and suppression of criminal activities.

Drug Desk

Detective Sergeant Cheryl Watts currently supervises the drug desk. The Drug Desk is primarily tasked with the collection, collation and analysis of drug information, and the dissemination of drug intelligence. Primarily, the drug desk provides drug intelligence to the Narcotics Division. Most drug intelligence packages are initiated as a result of information submitted to the Intelligence Division by street level officers and they deserve high praise for the consistent high quality of information submitted throughout 2003. Such quality of information resulted in many significant successes in the seizure of drugs and the arrest of suspects. One operation that is noteworthy is an investigation into ecstasy use and distribution. The Intelligence Division, supported by personnel from the Narcotics Division and the Police Support Unit, developed information on suspects over a period of several months and this culminated in the execution of an opera-

tional order, resulting in the seizure of numerous ecstasy tablets and several arrests of suspects. Some of those suspects have since then been convicted for drug offences and sentenced. The operation significantly revealed a wealth of knowledge of ecstasy trafficking and abuse, which was a benefit to investigators, both Customs and Police.

The team has collaborated with the Narcotics Division in several major narcotics investigations, providing valuable information from the Intelligence Division's database, assisting with developing intelligence through surveillance, and linking intelligence from overseas agencies. In 2003, efforts were made to improve product delivery. Structured changes were made establishing Liaison Officers, in order to improve the relationship between the Intelligence Division and the Narcotics Division, and also to enhance the flow of intelligence information.

In keeping with the principles of intelligence policing and the Policing Strategy the drug desk continues to target suspects, identified as major kingpins in the local illegal drug fraternity, and who are significantly responsible for the degrading of the social fabric of our society.

CRIME AND DRUG PREVENTION UNIT AND CRIME STOPPERS

Sergeant Christopher Wilcox, one of the Service's longest serving officers, retired in 2003, with more than 23 years service in the Crime Prevention Unit, and over 32 years with the Bermuda Police Service. Although he will be missed by his colleagues, Sergeant Wilcox implemented a number of new ideas that will assist the Service and the Bermuda Community into the 21st Century. Mrs. Melinda Benevides returned to the Unit in June 2003, as a second Crime Prevention Officer in addition to Mr. Eric Bean, who also deals with the Private Security Company alarms. Mr. Bean was acknowledged in 2003 by the Police Service for his work within the Crime Prevention Unit and awarded a Merit Award.

The Crime Prevention Unit's primary functions are to educate the public and the business community in methods of preventing or reducing crime (through lectures and property surveys), and providing support for other sections of the Service, notably public relation initiatives in areas of public safety and media alerts. One of the functions under review at this time involves the monitoring of alarm systems with the Bermuda Police Service policy on intrusion alarms. In 2003 a total of 2104 alarm activations occurred throughout the Island, 2053 activations were false; 51 were genuine and as a result of Police officers quick response, five persons were arrested at various locations through out the island.

In response to public demand, the Crime Prevention Unit conducted a total of 20 lectures to various business and community groups, and an additional seven lectures were conducted with the assistance of the Community Beat Officers to the various Neighbourhood Watch Groups within the Parish Communities. The Crime Prevention Unit has also established a register of names of the owners of small convenience stores and local gas station and visits each establishment twice a year.

The Crime Prevention Unit with the assistance of the Bermuda Hotels Association and Department of Tourism continues to conduct the Hotel Merit Awards. In 2003 the winner of the award for large hotel properties was the Hamilton Princess, and the smaller properties award went to Dawkins Manor in Paget. The Crime Prevention Unit conducts inspections of our Tourist properties that submit for this award in the spring of each year, and the awards are presented to those properties that score the highest marks at the end of each year. Also, a representative from the Crime Prevention Unit sits on the Hotel Security Committee which comprises of various Hotel Security Chiefs, Bermuda Department of Tourism, Bermuda Hotels Association, and the Bermuda Fire Service. The Crime Prevention team also became involved with the Age Concern Committee and meet with this group on a regular basis.

One of the foremost tasks of the Crime Prevention Unit is that of conducting residential or business surveys at the request of the property owners. In 2003 a total of 63 surveys were undertaken. Additionally, with the new alignment of various Police Departments, the Crime Prevention Unit undertook a number of higher levels of security surveys of Government Buildings and residential properties of Government Officials.

The media partnership with Crime Prevention was extended in 2003 with seven feature articles by the Crime Prevention Officers in the local print media, and a number of radio public announcements and commercial slots. A new shoplifting brochure was also designed and distributed to commercial premises to assist staff identify criminal activities in stores.

For 2004, the Intelligence Division plans to achieve certain goals and objectives, which include:

- Improving the delivery of quality service to its primary customers – the various units and departments of the Service – in order to ultimately improve the quality of service to the community.
- Transforming the Division to a more proactive Unit, through more field work, surveillance, and the recruiting of informants; in order to produce sound intelligence and excellent products to its customers.
- Filling all vacancies in the Division, and in particular, the existing vacancy for the Intelligence Analyst, and maintaining adequate resources.
- Expanding partnerships locally and overseas, and utilizing those partnerships more effectively.
- Improving training of staff, through on the job training and formal courses and seminars.
- To better educate the Service on the role of the Intelligence Division and the tenets and merits of intelligence-led policing.
- To formulate and modify policies, in order to satisfy the requirements for CALEA accreditation.

AIRPORT SECURITY UNIT

In 2003 the Airport Security Unit (ASU) attempted to meet its stated objectives as listed in our Standing Orders, the main one being to ensure the safety and security of the Bermuda International Airport (BIA). The ASU managed to meet the challenges that arose during the year despite being challenged by a distinct lack of manpower for many operational hours. **Operational Strength:**

The Airport Security Unit station is open from approximately 0530hrs to midnight each day. The Airport Security Officer, a Police Sergeant, is the officer in charge of this unit. There should be a minimum of two Constables attending the station during each shift (0530-1330; 1100-1900; and 1600-2400hrs). These Constables are drawn from the Operational Policing Division, predominately the St. George's branch.

In 2003 the situation improved marginally from previous years. Through most of the year some Constables whose family situations prevented them working late or night shifts were seconded to the airport and worked the bulk of the day shifts. This freed up Constables on the OPD watches (mainly St. Georges) to remain with them. Senior officers also passed directives to OPD supervisors to ensure that a minimum of two Constables were on duty at the BIA especially during peak departure times.

New Policies Adopted:

Effective June 26, 2003 the BPS took over full responsibility for escorting US Air Marshals between aircraft airside.

New Strategies/ Initiatives Adopted:

- For the period December 26, 2003 to April 10, 2004 three Constables from OPD (Hamilton) were seconded to the Airport Security Unit. This assisted in meeting minimum manpower levels at the airport for this period when the US was in a heightened state of terrorist alert.
- A Health and Safety Bulletin board was installed at the station to highlight Health and Safety issues.
- On December 5, a draft document was produced at the Deputy Governor level which set the wheels in motion to clarify the position of the BPS on dealing with non-landed persons and unruly passengers.

Constables working at the airport received no specific aviation safety or security training. Knowledge at the BIA has been acquired on the basis of written instruction and supervision.

Significant Achievements:

- Co-ordinated arrivals and departures for the Association of Caribbean Commissioners of Police (ACCP) conference held between May 21, to May 28, 2003.
- Carried out a co-ordinated exercise with HM Customs to assist the RCMP gather intelligence on a suspicious aircraft they had been tracking around the world.
- Assisted the other agencies at the BIA regain normalcy in the aftermath of Hurricane Fabian.

During the year partnerships continued to be developed with: the airlines; HM Customs; Bermuda Immigration; US Customs & Immigration; the Department of Civil Aviation; the Department of Airport Operations; Airport Security Police and the airport screeners.

BERMUDA RESERVE POLICE

The highlight for 2003 was the International Association of Reserve Police Executives conference that was held in Nassau, Bahamas. A delegation of 27 Reserve officers led by Commandant Vickers attended. It was held over five days and attended by over 300 delegates attending from nine countries which included Canada, US, UK, Germany, Finland, Barbados, Jamaica, Bahamas and Bermuda.

The theme of the conference was explaining the globe in the spirit of peace, love and unity, in order to develop a closer unity between reserves all over the world and career officers. The Bahamian Prime Minister, Mr. Perry Christie, opened the conference. Other guest speakers included the Bahamian Commissioner of Police, Mr. Farquhasson as well as the Bermuda Reserve Police Commandant, Eugene Vickers, who chaired the conference. The conference included workshops on developing Policing Strategies to globally bring the Reserve Police to a standard level. The Commandant also hosted a dinner that was attended by over 300 people.

Training

As a result of Hurricane Fabian, only one Recruit Foundation Reserve training course was held in 2003. A total of 17 officers successfully passed the course, which included Officer Safety Training (Handcuff and ASP), First Aid, and Police Law & Procedure. In addition the Driver Training Unit conducted a pilot programme for a Standard Course of which three Reserve Officers were successful. This programme is expected to continue in 2004. The total number of officers in the Bermuda Reserve Police in 2003 stood at 124.

Meetings

The executive committee of the Bermuda Reserve Police meets every Tuesday. This committee comprises of the Commandant, Deputy Commandant, Superintendent, Chief Inspectors and the Executive Officer. The divisional officers (Inspectors) and their Sergeants as well as all members of the Executive Committee have a monthly meeting.

The Reserve Superintendent also has a weekly meeting with the Divisional Superintendent, Superintendent White. The Reserve Commandant is a member of the Strategic Police Executive Group as well as the Policy Committee. The Deputy Commandant is a member of the Operational Commanders Group and attends various other meetings when required.

The Reserves continued to provide valuable operational support to the Service throughout the year.

DEPARTMENTAL STATISTICS

FINANCE & ADMINISTRATION

Annual Budget

| | 2001/02 | 2002/03 | 2003/04 |
|--------------------------------|-------------------|-------------------|-------------------|
| Salaries | 29,287,000 | 30,342,274 | 36,149,674 |
| Wages | 730,000 | 730,179 | 829,906 |
| Other personnel costs | 3,317,000 | 3,164,948 | 3,675,688 |
| Total Employee Expenses | 33,154,000 | 34,237,401 | 40,655,268 |
| Other operating expenses | 6,318,000 | 5,355,109 | 7,512,976 |
| Total Operating Budget | 39,472,000 | 39,592,510 | 48,168,244 |
| Capital acquisitions | 2,101,000 | 4,534,437 | 3,251,655 |
| Capital development | 4,850,000 | 4,592,928 | 1,250,000 |
| Total Annual Budgets | 46,423,000 | 48,719,875 | 52,669,899 |

ADMINISTRATION STATISTICS FOR 2001 – 2003

The strength of the Bermuda Police Service on December 31, 2003

| | 2001 | 2002 | 2003 |
|----------------------------------|------------|------------|------------|
| Commissioner of Police | 1 | 1 | 1 |
| Deputy Commissioner of Police | 1 | 1 | 1 |
| Assistant Commissioner of Police | 1 | 1 | 1 |
| Superintendents | 5 | 5 | 4 |
| Chief Inspectors | 8 | 8 | 6 |
| Inspectors | 23 | 26 | 24 |
| Sergeants | 69 | 77 | 63 |
| Constables | 312 | 298 | 314 |
| Civilians | 98 | 96 | 86 |
| Totals | 518 | 513 | 500 |

ALARM INSTALLATIONS FOR 2001 – 2003

Installations:

Alarms monitored by Police (COMOPS)

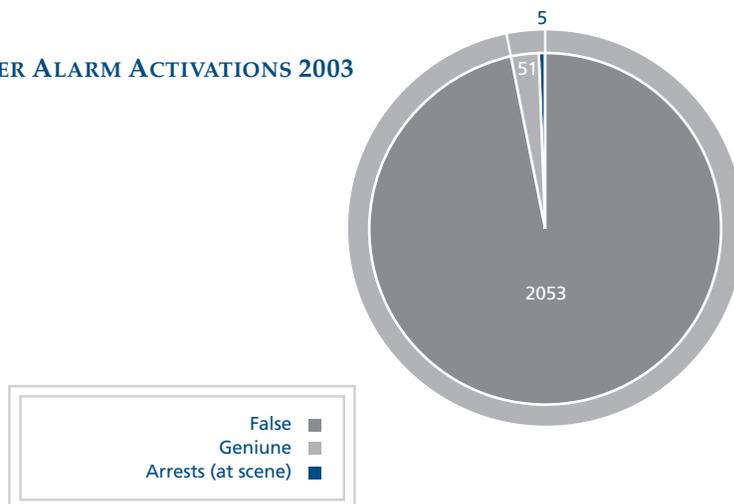
| | 2001 | 2002 | 2003 |
|-------------------------------------|------------|-----------|------------|
| Bermuda Alarm Company | 76 | 49 | 76 |
| Bermuda Central Station | 24 | – | 24 |
| Bermuda Telephone Company | 52 | 7 | 52 |
| Security & Communications (Baldwin) | 59 | – | 59 |
| Totals | 211 | 56 | 211 |

Alarms monitored by Central Stations*

| | | | |
|--------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|
| Anderlin Industries Ltd | 109 | 158 | 85 |
| Bermuda Alarm Company (Safeguard Security) Incorporating Int. Security Investigations/Sentry Alarms | 1,100 | 1,160 | 1,035 |
| Bermuda Central Station (Island Wide Security) | 1,357 | 1,238 | 1,437 |
| Bermuda Telephone Company | 25 | 6 | 25 |
| Digital Electronics | 57 | 63 | 17 |
| Guardwell Security Services | 10 | 5 | 7 |
| Intelli Home Electric (A.E.C.) | 8 | 8 | 6 |
| Pro-Tech Security Security Services | 77 | – | 92 |
| Integrated Systems of Bermuda | – | 15 | – |
| International Security & Fire | – | 20 | – |
| 2 Tech | 17 | 16 | – |
| Sub Totals | 2,760 | 2,689 | 2,704 |
| Grand Totals | 2,971 | 2,745 | 2,915 |

- * Figures based upon information supplied by the Alarm companies themselves.
- Some additional systems are monitored abroad, for which the Police Service has no information.

INTRUDER ALARM ACTIVATIONS 2003



ROAD TRAFFIC COLLISION STATISTICS FOR 2001 – 2003

Statistics Analysis

| | 2001 | 2002 | 2003 |
|----------------|-------|-------|-------|
| Fatals | 11 | 2 | 10 |
| Serious injury | 181 | 191 | 186 |
| Slight injury | 1,052 | 1,099 | 1,055 |

Main Causes of Collisions

| | | | |
|-------------------------------|-----|-----|-----|
| Bad road surface | 207 | 217 | 191 |
| Entering main road carelessly | 167 | 196 | 200 |
| Following too closely | 229 | 213 | 207 |
| Inattention | 856 | 841 | 803 |
| Inexperience | 364 | 370 | 392 |
| Overtaking improperly | 182 | 189 | 170 |

Miscellaneous Statistics

| | | | |
|------------------------------|-----|-----|-----|
| Failure to stop | 228 | 278 | 221 |
| First aid rendered by Police | 243 | 255 | 238 |
| Children involved | 58 | 75 | 54 |
| Pedestrians involved | 44 | 56 | 43 |
| Animals involved | 21 | 12 | 12 |
| Pedal Cycles | 35 | 32 | 20 |

Single Vehicle Collisions

| | | | |
|-----------------------|-----|-----|-----|
| Four wheeled vehicles | 193 | 209 | 194 |
| Motor cycles/scooters | 117 | 102 | 103 |
| Auxiliary cycles | 77 | 78 | 68 |
| Livery cycles | 224 | 233 | 232 |
| Pedal cycles | 12 | 9 | 4 |

Percentage Analysis of Vehicles Involved

| | 2001 | % | 2002 | % | 2003 | % |
|-------------------------|-------|------|-------|------|-------|------|
| Private cars | 2,567 | 51.2 | 2,695 | 51.0 | 2,550 | 50.5 |
| Motor cycles/scooters | 725 | 14.5 | 781 | 14.8 | 779 | 15.4 |
| Auxiliary cycles | 553 | 11.0 | 524 | 9.9 | 494 | 9.8 |
| Livery cycles | 362 | 7.2 | 389 | 7.3 | 382 | 7.6 |
| All trucks | 542 | 10.8 | 617 | 11.6 | 594 | 11.8 |
| Taxis | 177 | 3.5 | 178 | 3.4 | 161 | 3.2 |
| Public Service Vehicles | 48 | 1.1 | 72 | 1.4 | 66 | 1.3 |
| Pedal cycles | 35 | 0.7 | 32 | 0.6 | 20 | 0.4 |

ROAD TRAFFIC COLLISION STATISTICS FOR 2001 – 2003 (continued)

Ages of Persons Involved

| | 2001 | % | 2002 | % | 2003 | % |
|-----------------------|-------|------|-------|------|-------|------|
| Up to 15 years of age | 58 | 1.1 | 75 | 1.4 | 54 | 1.1 |
| 16 – 20 years | 555 | 10.9 | 577 | 10.8 | 514 | 10.2 |
| 21 – 30 years | 1,023 | 20.1 | 1,021 | 19.1 | 947 | 18.7 |
| 31 – 40 years | 1,209 | 23.7 | 1,272 | 23.8 | 1,191 | 23.5 |
| 41 – 50 years | 1,067 | 21.0 | 1,163 | 21.7 | 1,116 | 22.0 |
| 51 – 65 years | 824 | 16.2 | 901 | 16.9 | 891 | 17.6 |
| 66 years and over | 356 | 7.0 | 338 | 6.3 | 349 | 6.9 |

Total Number of Vehicles & Animals Involved in Collisions

| | | | |
|---------------|--------------|--------------|--------------|
| Vehicles | 4,811 | 5,009 | 5,288 |
| Animals | 19 | 21 | 12 |
| Totals | 4,830 | 5,030 | 5,300 |

STOLEN VEHICLES

| Year | 2001 | 2002 | 2003 |
|------------------|--------------|--------------|--------------|
| Cars | 60 | 55 | 41 |
| Motorcycles | 645 | 849 | 613 |
| Auxiliary Cycles | 332 | 393 | 357 |
| Livery Cycles | 68 | 120 | 99 |
| Pedal Cycles | 55 | 52 | 33 |
| Other Vehicles | 15 | 11 | 15 |
| Totals | 1,175 | 1,480 | 1,158 |

POLICE SUPPORT UNIT (PSU)

Arrests

| Offence | 2002 | 2003 | % Difference |
|---------------------------|------------|------------|--------------|
| Warrants | 291 | 261 | -10 |
| Drug Possession | 178 | 144 | -19 |
| Threatening Behaviour | 12 | 10 | -16 |
| Possess Offensive Weapons | 16 | 25 | +54 |
| Assault Police | 12 | 24 | +100 |
| Breach of the Peace | 5 | 12 | +140 |
| Offensive Words | 57 | 17 | -70 |
| Removal | 4 | 7 | +75 |
| Total Arrests | 575 | 500 | -17 |

Activity

| | | | |
|----------------------------|-----|-----|-----|
| Drug Seizures (no arrests) | 220 | 165 | -25 |
| Disturbances | 228 | 165 | -27 |
| Loud Music | 24 | 23 | -4 |
| Annoying Persons | 61 | 66 | +8 |
| Domestic Disputes | 31 | 22 | -29 |

RECORDABLE CRIMES BY CATEGORY FROM 2001 – 2003

| | 2001 | | | 2002 | | | 2003 | | |
|--------------------------------------|-------|---------|-----------|-------|---------|-----------|-------|---------|-----------|
| | KNOWN | CLEARED | CLEARED % | KNOWN | CLEARED | CLEARED % | KNOWN | CLEARED | CLEARED % |
| Major Offences | | | | | | | | | |
| Offences Against the Person | | | | | | | | | |
| Murder | 3 | 3 | 100 | 2 | 2 | 100 | 2 | 2 | 100 |
| Attempted Murder | 1 | 1 | 100 | 3 | 2 | 67 | 0 | 0 | 0 |
| Manslaughter | 1 | 1 | 100 | 1 | 1 | 100 | 1 | 1 | 100 |
| Grievous Bodily Harm | 63 | 39 | 62 | 54 | 32 | 59 | 73 | 32 | 44 |
| Wounding | 69 | 42 | 61 | 71 | 53 | 75 | 46 | 18 | 39 |
| Assault-Bodily Harm | 217 | 149 | 69 | 174 | 113 | 65 | 153 | 68 | 44 |
| Robbery | 87 | 29 | 33 | 50 | 13 | 26 | 87 | 27 | 31 |
| Serious Assault on Police | 15 | 11 | 73 | 10 | 10 | 100 | 13 | 13 | 100 |
| Unlawful Carnal Knowledge | 8 | 7 | 87 | 19 | 16 | 84 | 6 | 5 | 83 |
| Sexual Assault | 52 | 28 | 54 | 46 | 31 | 67 | 36 | 11 | 31 |
| Sexual Exploitation | 4 | 2 | 50 | 17 | 12 | 71 | 1 | 0 | 0 |
| Other Offences Against the Person | 12 | 6 | 50 | 19 | 13 | 68 | 26 | 12 | 46 |
| Subtotals | 532 | 318 | 60% | 466 | 298 | 64% | 444 | 189 | 42% |
| Offences Against Property | | | | | | | | | |
| Arson | 5 | 0 | 0 | 9 | 2 | 22 | 4 | 3 | 75 |
| Burglary | 136 | 26 | 19 | 187 | 19 | 10 | 189 | 16 | 8.5 |
| Housebreak-in | 430 | 98 | 23 | 373 | 65 | 17 | 315 | 42 | 13 |
| Storebreaking | 82 | 33 | 40 | 103 | 7 | 7 | 80 | 14 | 18 |
| Officebreaking | 38 | 5 | 13 | 55 | 9 | 16 | 49 | 10 | 20 |
| All Other Breaking Offences/Attempts | 314 | 62 | 20 | 313 | 36 | 11 | 303 | 35 | 12 |
| Poss. Of Housebreak-in Tools | 5 | 5 | 100 | 5 | 4 | 80 | 1 | 1 | 100 |
| Receiving | 18 | 16 | 89 | 9 | 7 | 78 | 15 | 13 | 87 |
| Forgery & Uttering | 205 | 106 | 52 | 213 | 103 | 48 | 172 | 129 | 75 |
| False Pretences/Credit By Fraud | 183 | 102 | 56 | 217 | 109 | 50 | 156 | 84 | 54 |
| Larceny Servant | 83 | 24 | 29 | 99 | 59 | 60 | 49 | 24 | 49 |
| Stealing from the Person | 89 | 32 | 36 | 71 | 33 | 46 | 32 | 13 | 41 |
| Stealing from Dwelling House | 176 | 49 | 28 | 172 | 28 | 16 | 140 | 22 | 16 |
| Stealing from Beaches | 10 | 2 | 20 | 15 | 1 | 7 | 17 | 1 | 6 |
| Stealing from Hotel/Guest House | 46 | 5 | 11 | 49 | 2 | 4 | 22 | 2 | 9 |
| Stealing Boats | 9 | 0 | 0 | 0 | 0 | 0 | 8 | 3 | 38 |
| Stealing Marine Equipment | 4 | 1 | 25 | 0 | 0 | 0 | 0 | 0 | 0 |
| Handbag Snatch | 26 | 4 | 15 | 18 | 3 | 17 | 19 | 4 | 21 |
| Removed Cycles | 1,144 | 73 | 6 | 1,430 | 92 | 6 | 1,017 | 101 | 10 |
| Removed Motorcar/Other Transport | 143 | 10 | 7 | 122 | 21 | 17 | 95 | 9 | 9 |
| Trespass in Dwelling House | 28 | 17 | 61 | 18 | 10 | 56 | 25 | 12 | 48 |
| Shoplifting | 102 | 71 | 70 | 109 | 76 | 70 | 103 | 65 | 63 |
| Stealing from Unattended Vehicle | 241 | 37 | 15 | 187 | 20 | 11 | 159 | 17 | 11 |
| Other Stealing Offences | 609 | 180 | 30 | 550 | 138 | 25 | 420 | 98 | 23 |
| Wilful Damage (over \$60) | 335 | 95 | 28 | 369 | 104 | 28 | 287 | 67 | 23 |
| Other Offences Against Property | 3 | 3 | 100 | 5 | 4 | 80 | 8 | 0 | 0 |
| Subtotals | 4,464 | 1,056 | 24% | 4,698 | 952 | 20% | 3,685 | 785 | 21% |

| | 2001 | | | 2002 | | | 2003 | | |
|-----------------------------------------------------------------------------------------------------------|--------------|--------------|------------|--------------|--------------|------------|--------------|--------------|------------|
| | KNOWN | CLEARED | CLEARED % | KNOWN | CLEARED | CLEARED % | KNOWN | CLEARED | CLEARED % |
| Other Offences | | | | | | | | | |
| Counterfeit Currency/Coinage Offences | 92 | 3 | 3 | 53 | 1 | 2 | 16 | 1 | 6 |
| Possession of Offensive/Proh. Weapons | 47 | 31 | 66 | 83 | 61 | 73 | 104 | 62 | 60 |
| Firearms/Explosive Offences | 9 | 3 | 33 | 13 | 6 | 46 | 14 | 4 | 29 |
| Perjury | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bribery/Corruption | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sedition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| All Other Offences | 52 | 38 | 73 | 57 | 47 | 82 | 169 | 158 | 93 |
| Currency Offences | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal | 200 | 75 | 37% | 206 | 115 | 56% | 303 | 225 | 74% |
| Grand Totals | 5,196 | 1,449 | 28% | 5,370 | 1,365 | 25% | 4,432 | 1,199 | 27% |
| Increase in Major Crime between 2001 – 2002: 3% Decrease in Major Crime between 2001 – 2003: 17% | | | | | | | | | |
| Minor Offences | | | | | | | | | |
| Drunk & Incapable | 13 | 12 | 92 | 16 | 14 | 87 | 15 | 14 | 93 |
| Drinking In a Public Place | 35 | 33 | 94 | 24 | 23 | 96 | 10 | 10 | 100 |
| Offensive Words / Behaviour | 131 | 95 | 72 | 110 | 96 | 87 | 79 | 59 | 75 |
| Threatening Words / Behaviour | 170 | 127 | 75 | 146 | 82 | 56 | 192 | 91 | 47 |
| Indecent Exposure | 10 | 4 | 40 | 9 | 4 | 44 | 12 | 6 | 50 |
| Assault On Police (minor) | 31 | 25 | 81 | 34 | 32 | 94 | 39 | 30 | 77 |
| Common Assault | 184 | 109 | 59 | 199 | 125 | 63 | 198 | 91 | 46 |
| Violently Resisting Arrest | 42 | 36 | 86 | 56 | 45 | 80 | 48 | 36 | 75 |
| Prowling | 37 | 10 | 27 | 31 | 6 | 19 | 42 | 11 | 26 |
| Trespass Public / Priv. Prem. | 34 | 26 | 76 | 34 | 25 | 73 | 29 | 13 | 45 |
| Wilful damage (under \$60) | 72 | 20 | 28 | 50 | 22 | 44 | 44 | 11 | 25 |
| Dogs Act Offences | 125 | 118 | 94 | 10 | 3 | 30 | 6 | 0 | 0 |
| Powercraft Offences | 6 | 2 | 33 | 11 | 11 | 100 | 8 | 8 | 100 |
| Annoying Telephone | 50 | 26 | 52 | 51 | 7 | 14 | 19 | 8 | 42 |
| All Other Offences | 111 | 79 | 71 | 140 | 92 | 66 | 206 | 94 | 46 |
| Totals | 1,051 | 722 | 69% | 921 | 587 | 64% | 947 | 482 | 51% |

Decrease in Minor Crime 2001 – 2002: 12%
Increase in Overall Crime 2001 – 2002: 4%
Increase in Minor Crime 2002 – 2003: 3%
Increase in Overall Crime 2002 – 2003: 14%
Margin of error 0.1%

TOTAL AMOUNT OF DRUGS SEIZED 2001 – 2003

| Substance | 2001 | 2002 | 2003 |
|----------------------|-------------------|-------------------|--------------------|
| Cannabis | 41.92 kilogrammes | 360 kilogrammes | 155.55 kilogrammes |
| Cannabis Resin | 1.59 kilogrammes | 1.55 kilogrammes | 2.5 kilogrammes |
| Diamorphine (Heroin) | 1.88 kilogrammes | 2.63 kilogrammes | 1.6 kilogrammes |
| Cocaine | 16.29 kilogrammes | 40.90 kilogrammes | 19.2 kilogrammes |
| Cocaine (Freebase) | 4.17 kilogrammes | 3.96 kilogrammes | 2.3 kilogrammes |
| Cannabis Plants | 604 | 34 | n/a |
| Methamphetamines | 240 pills | 65 pills | 924 pills |

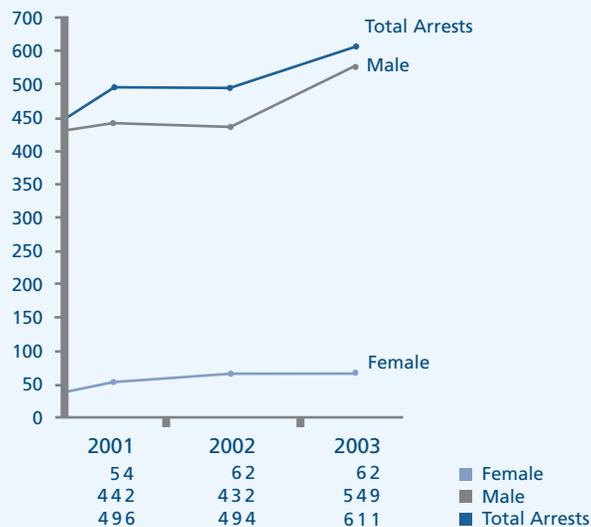
TOTAL AMOUNT OF DRUGS SEIZED 2001 – 2003

| Location | 2001 | 2002 | 2003 |
|-------------------------------|------|------|------|
| Bermuda International Airport | 48 | 33 | 50 |
| Airmail Facility | 14 | 7 | 65 |
| General Post Office | 3 | 7 | 6 |
| Mailbox | – | – | 2 |
| Cruise Ships | 8 | 82 | 185 |
| Courier Companies | 3 | 13 | 42 |
| Cargo Shed | 1 | 1 | 5 |
| Street (Arrests made) | 433 | 361 | 365 |
| Street (No arrests made) | 350 | 281 | 228 |
| Hamilton Docks | – | – | 3 |

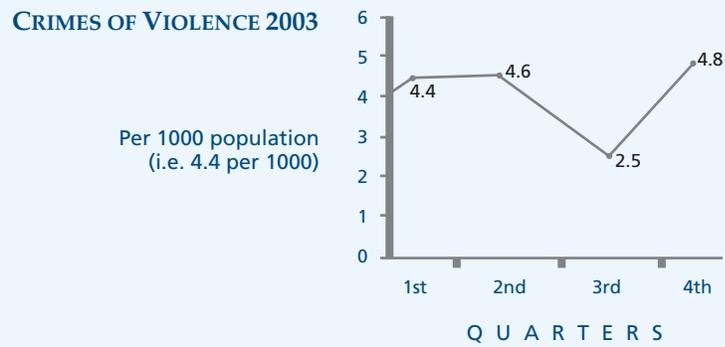
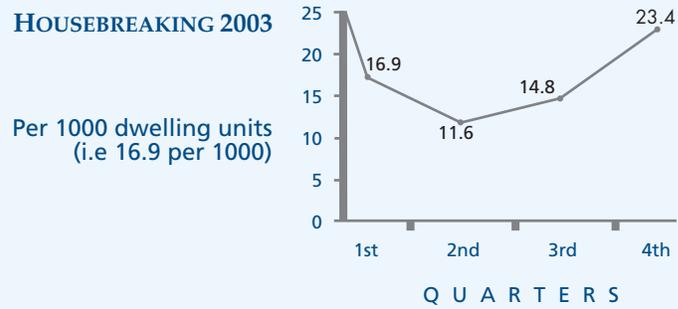
Major Seizures (Included in Drug Seizures)

| | | | |
|-----------------|------------|------------|------------|
| With Arrests | 24 | 15 | 32 |
| Without Arrests | 20 | 34 | 39 |
| Totals | 860 | 781 | 951 |

**TOTAL NARCOTICS ARRESTS
2001-2003**

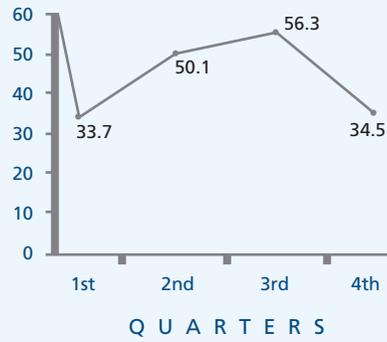


BPS PERFORMANCE INDICATORS



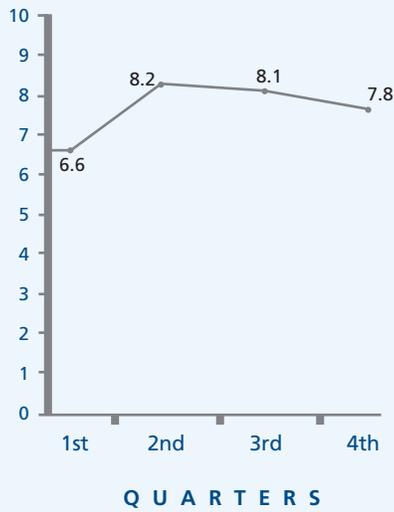
VEHICLE CRIMES 2003

Per 1000 cycles
(i.e. 33.7 per 1000)



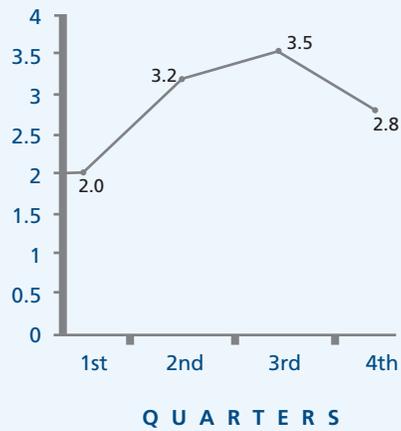
THE DAILY COLLISION RATE

Collision Per Day



DAILY INJURY COLLISION RATE

Daily Injury Rate





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