

THE FUTURE IS IN OUR HANDS



BERMUDA
POLICE
SERVICE



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A N N U A L
R E P O R T





The Hon. Paula A. Cox JP, MP

*Minister of Labour,
Home Affairs
and Public Safety*

NOVEMBER 1998 – OCTOBER 2001



The Hon. Terry Lister JP, MP

*Minister of Labour,
Home Affairs
and Public Safety*

NOVEMBER 2001 –

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 dele-

gated 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
-



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 31 December, 2001.

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

Jonathan D. Smith

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



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THE FUTURE IS IN OUR HANDS
We understand that Bermuda's future lies with its young people. By developing relationships through education and community involvement, and building trust with children and youth, we work "to ensure a safe, secure and peaceful Bermuda for all".



Commissioner's Foreword



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

Upon taking the Oath of Office of Commissioner of Police in 2001, I remarked on the fact that policing in Bermuda was being pulled in two different directions: upwards and outwards to meet the needs of transnational crime; and downwards and outwards as meeting the demands of policing a small community increased. The horrific events of the September 2001 terrorist attacks – and the resultant, although peripheral, impact this had on Bermuda and our local policing challenges during the entire year illustrated the very point that our Service must equip itself to work at those two levels: locally and internationally.

What is clear about policing in 2001 and beyond is that policing is complex; it requires a diverse set of skills; it is challenging; it frequently involves the managing of competing demands and it is all set against a backdrop of the policing of our community by consent. Consequently, as Commissioner, I remain committed to ensuring that the BPS has the tools to do the job and that adequate funding is made available for the training required to do the job.

The Bermuda Police Service remains committed to the Service Core Values of:

- ▶ **PROFESSIONALISM**
- ▶ **INTEGRITY**
- ▶ **RESPECT**
- ▶ **ACCOUNTABILITY**
- ▶ **DEDICATION**
- ▶ **COURAGE**
- ▶ **UNITY**

and the Service Mission Statement:

'To ensure a Safe, Secure and Peaceful Bermuda for All ... Because We Care'.

Significant Accomplishments 2001

During the year, the BPS continued using both the 'Policing Strategy for the Community' and 'Crime Management Strategy' as the driving documents for the carrying out of our responsibilities. There are, of course, a host of other strategies and policies that the Service has in place, but those two are the primary strategies.

The Policing Strategy For The Community

The Policing Strategy for the Community (PSC) represents the first operational policing strategy for

the Service. The PSC articulates a policing philosophy, structural re-organisation and an operational strategy. It is linked to the Core Values and Mission Statement of the Service.

The policing philosophy of the Police Strategy for the Community combines a community-oriented, problem-solving approach, together with intelligence led policing. The key principles of the strategy are:

- Our work must be community based
- Partnerships at problem-solving must be developed
- Our range of policing services will reflect community needs
- The highest ethical standards of our staff will be expected.

Community oriented problem-solving is at the core of the Police Strategy for the Community. The Police Strategy for the Community's purpose is to tackle the quality of life crime, incidents and Public Order/nuisance offences, and to reduce the number of incidents that require an intervention by members of the Bermuda Police Service and/or other agencies.

Implementation of the PSC continues and by the end of the year, the process of selecting new Community Beat Officers was well underway. Their work will be both community and partnership based and is designed to tackle those longer-term quality of life crimes and other incidents.

The Crime Management Strategy

Implementation of the Crime Management Strategy also continues. This strategy is allied to the PSC and is designed to ensure that our investigative resources are used efficiently and effectively. The targeting of particular offences, the better use of intelligence reports, the intervention of the Crime Manager and the more robust analysis of criminals and crime trends are beginning to show results.

- Officers and Reserves are submitting more information/intelligence reports.
- The new Crime Manager is responding to crime trends rapidly and is now able to identify 'hot spots' and direct operational resources more readily.
- Intelligence Briefing reports are now circulated more often so that frontline officers have more ready access to drug intelligence, active criminal information and crime 'hot spots'.

- Graphic information on 'hot spots' is circulated more often than before.
- The Intelligence Division is now responsible for the collection, analysis and dissemination of intelligence reports to organisational officers. The Crime Prevention and Crime Stoppers posts are now in this same Division. This recognises the link between intelligence reports (what is happening 'on the ground' with the Service's ability to initiate crime prevention tools).

The Realignment Of Divisions

Until the summer of 2001, the Service had policed these Islands using a three Division format.

EASTERN: St. George's, Hamilton, Smith's

CENTRAL: Pembroke, Paget, Devonshire

WESTERN: Sandys, Southampton and Warwick

Other Divisions – such as Specialist Operations and Specialist CID provided specialist support but they also contained large numbers of operational officers. There were some inefficiencies in the three geographical Divisions, as each had a separate command structure and the deployment options were somewhat inflexible during policing incidents that required additional resources.

During August 2001, we realigned the Divisions to streamline the Command and Control, in particular, on the operational side of the Service. A single Operational Policing Division was created, with all three Police Stations coming under a single Command. Other Divisions were set up to provide clear, functional or specialist support and to ensure the Service was better positioned to deliver on the Policing and Crime Management Strategies.

Current Divisions in the Service are:

- Operational Policing Division
- Operational Support Division
- Crime Support Division
- Intelligence Division
- Narcotics Division
- Corporate Services Division

Details of much of the work of these Divisions throughout the year can be found later in this Report.



A New Strategic Executive Group

A new Strategic Executive was set up during the year.

The composition of the Strategic Executive

Group is:

- Commissioner of Police (Chair)
- Deputy Commissioner (Vice-Chair)
- Finance Manager
- Human Resource Manager
- All Superintendents
- Commandant – Reserve Police

The principle objectives of the Strategic Executive Group are:

- (1) To determine the overall strategy of the Service through the establishment of key objectives and priorities
- (2) To prepare strategic plans as necessary
- (3) To determine the organisational structure that can best deliver the strategy
- (4) To implement and oversee key portfolio responsibilities within the BPS
- (5) To communicate that strategy and other key decisions to the Service and the community
- (6) To determine staff and budget levels within the Service subject to directions, policies and guidelines from the Ministry of Labour, Home Affairs and Public Safety.

The new Group reinforces the commitment to ensure that appropriate strategies are in place and demonstrates the willingness to work alongside the Reserves (the Commandant is a member of the SEG).

A New Operational Commanders Group

In keeping with a community-oriented problem-solving approach to policing issues, I authorised the formation of a new Operational Commanders Group. This Group, chaired by the Assistant Commissioner, brings together key operational commanders from a variety of disciplines to determine operational priorities and resource issues. This Group, working in direct support

of the Policing Strategy and Crime Management Strategy deals with the most pressing operational matters.

Response to September 2001

The events of 11 September 2001 tested our internal security capabilities. Much has been said of the way in which the enforcement (Police) combined with the Bermuda Regiment and several other agencies and Departments within Government to ensure that our International Airport, our docks, cruise ships, visitors and citizens were as safe as they could be in the immediate aftermath of those terrorist attacks.

Those events demonstrated how well we adapted to extraordinary events and more importantly, how well we can work with other stakeholders to maximum effect. Some important lessons were learned from those events – and the strength of partnerships and working together was one of them!

Drug Interdiction

The important work of drug interdiction continued throughout the year. The BPS, through the Combined Enforcement and Interdiction Team (Police officers and Customs officers working together), together with HM Customs made seizures at our ports of entry throughout the year.

Seizures of: *Cannabis / Cannabis Resin / Diamorphine (Heroin) / Cocaine / Cocaine (Freebase) Cannabis Plants / Methamphetamines* from all sources (ports and street level dealing) were all up in 2001 over 2000. Only cannabis seizures were lower in 2001 than in 2000.

A total of 496 arrests for drug related offences were made throughout 2001 (up 20% on 2000); total seizures (853) were up over 12% on 2000.

Review of Administration, Human Resources, Technology & Finance

Government's Management Services Department completed a comprehensive review of the BPS Administration Department, Finance Department, Human Resources and Technology areas. Senior Police staff and the Ministry are now examining various options as to how the findings of that review can best be implemented.

The review completes a major organisational



transformation the BPS has undergone in recent years that demonstrate the Government's desire that Bermuda's Police Service had to modernise and must continue to modernise.

Policy Development

The service Police Committee remained active during the year considering, and approving a number of other operational, investigative and administrative policies:

- Transfer Policy
- A Police Support Unit Policy
- Crisis Negotiations Policy
- Family Liaison Officers Policy – (*this initiative arose out of the Serious Crimes Commission*)
- VIP Protection Policy

And amendments to several existing Policies:

- Diving
- Officer Safety
- Promotion Process

The Service remains committed to ensuring that Policy development has a bottom-up and top-down approach and, in particular, that officers who have attended training overseas at the taxpayers' expense contribute to this policy development process.

Partnerships

In keeping with a key principle of the Policing Strategy for the Community, the Service conducted an 'audit' of partnerships' during the year. This audit provides managers in the Service with information on which partnerships exist now and which can be further developed as the Service moves forward.

During the year the Service, in seeking to develop further its partnership approach, signed two important operational Memorandum of Understanding documents with the Bermuda Hospitals Board and HM Prisons (now Department of Corrections).

Consultative Committees

Throughout the past year, the BPS and the Ministry of Labour, Home Affairs, and Public Safety supported the work of the Consultative Committees – based in St. George's, Hamilton, and Sandys. These Committees, made up generally by residents of those areas were designed to foster a close working relationship between the community and the Police. New Terms

of Reference were drawn up and the senior management of the Service presented the major Strategies of the Service to the Committees. The Committees share their local policing or community concerns with the Police.

In addition to these accomplishments, important work continued throughout the year in a variety of areas.

Continued implementation of the recommendations from the Serious Crimes Commission:

- Continued enrolment of Cadets into the Service
- Growing ties with international law enforcement agencies
- Further work in improving technology support throughout the Service
- Establishment of a Research and Development Innovation Unit
- The continued targeting of crime and disorder 'hot spot' areas with the use of the Police Support Unit and other operational officers.

As you read through the remainder of this year's Annual Report, you will note just how complex the operations of a modern-day Police Service are. We are mandated to respond and deal with an extremely wide variety of incidents and reports throughout Bermuda. We are proud that we have built up a considerable amount of expertise over the years in an effort to serve our community better. As we reflect on 2001 we can be proud of what we have accomplished. We can only deliver the level of service that we do through the continued support of the Government – that provides the funding for the Service; the men and women of the Bermuda Police Service, including all of our valuable support staff and the dedicated men and women of the Bermuda Reserve Police.

In next year's Annual Report we will be able to report on the development of our Strategic Plan for the years 2002–2004 as that Plan will represent our continued commitment to improve our level of service in the community.



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

Remit of the Commissioner of Police

JONATHAN D. SMITH, CPM., BSc., DIP. CRIM.

STAFF OFFICER

Chief Inspector Derek Smith

The Staff Officer reports directly to the Commissioner of Police. The staff officer is responsible for the day-to-day requirements of Senior Management in the areas of research and development, strategic planning, audits, legislative matters and the Criminal Justice Information Systems (CJIS).

The Inspectorate also serves as secretary to the Bermuda Law Enforcement Review Group, which meets quarterly.

Policy Committee

The Policy Committee comprises all officers of the rank of Chief Inspector and above, senior civilian managers and the Chairman of the Bermuda Police Association. It is responsible for both the formulation and establishment of policies governing the administration and operations of the Bermuda Police Service. Approved policies are subsequently promulgated through Service General Orders and placed in Service Standing Instructions. During the year the Policy Committee discussed and approved the following papers for implementation Service-wide.

Memorandum of Understanding (MOU) between the Bermuda Hospitals Board and Bermuda Police Service

A MOU was established to provide good practice guidelines that will assist mental health professionals and law enforcement officers to effectively manage and convey to hospital, members of the public exhibiting signs of acute mental illness, who require immediate hospital assessment or care.

Use of Police Vehicles

A review of the use of police vehicles was also completed and a revised policy implemented.

Guidelines for Handling Suspicious Packages

As a result of the events that transpired in the United States involving packages in the mail containing

anthrax, and the subsequent suspicious packages that the Bermuda Police Service were being asked to investigate, guidelines on handling suspicious packages and general anthrax information was disseminated to all staff.

Traffic Strategy

A traffic strategy on policing Bermuda's roads was passed by the Policy Committee and implemented. This strategy presented a comprehensive and integrated approach to policing Bermuda's road traffic.

Tape Recording of Interviews

As a result of new legislation, a guidance and instruction manual was implemented for the recording of interviews. This manual provides codes of practice for members of the Bermuda Police Service involved in taking recorded interviews. It includes use of equipment, recording and sealing tapes, and procedures that must be followed during the interview and on completing the interview.

Transfers and Advertising of Vacancies

The policy on the transfer of police officers between divisions, departments and units and for filling vacancies was implemented to ensure a practice of openness, transparency, fairness and consistency.

Search Report and Location Code Register Guidelines

This register and set of guidelines was introduced to provide standard methods of recording search notes, to provide an easy and accurate record of the search with a minimum of freehand writing and to collate plans and intelligence for future use.

Bermuda Monetary Authority Escorts

A policy was introduced that amended the existing policy and allowed for an audit trail when members of the Bermuda Police Service are authorised to use firearms whilst doing escorts for the Bermuda Monetary Authority.



Officer Safety Policy

The Officer Safety Policy was reviewed and amended to bring it up to date.

Diving Policy

The Diving Policy was reviewed and amended to allow for a more practical deployment of the unit.

VIP Protection Policy

This policy was introduced in order to standardise the operating procedure when VIPs have to be protected.

Substance Abuse Policy

A Substance Abuse Policy was discussed and is awaiting ratification from employee representatives before being implemented Service-wide.

Family Liaison Policy

A policy on family liaison support for families of victims of murders and other serious crimes was developed, approved and implemented. This policy provides guidelines for Family Liaison Officers, including procedures and training.

Crisis Negotiators Policy

A policy on hostages and barricaded persons was developed and implemented. This policy defines the procedures that the Service adopted in relation to hostages and barricaded persons. These procedures allow for a systematic and coordinated approach to dealing with these types of situations.

PUBLIC & MEDIA RELATIONS

Mr. Dwayne Caines, B.A.

The reality for every organisation is the constant need to adapt to change. It is human nature to long for stability, but because change is inevitable, it is more reasonable to use change as an opportunity for improvement. Rather than resist change, one must embrace change to maintain life and vitality for a given situation.

For over 120 years, the Bermuda Police Service has maintained a commitment of dedicated service to Bermuda's community. The theme of change was

discernible recently with the appointment of a new Police Commissioner, Mr. Jonathan Smith. Among many other issues, Mr. Smith committed himself to issues regarding the training of staff, increasing victim support, and most of all, developing partnerships with the community.

One of the vehicles used to implement change is the Public and Media Relations Department (PMR). The Bermuda Police Service recently hired Mr. Dwayne Caines to head the Public and Media Relations Office. With approximately ten years of service in the area of Public Relations, Mr. Caines came to the Police Service well-equipped and willing to serve the community. Mr. Caines and the Public and Media Relations Office have benefited from the dedicated leadership of the previous post holder, Mrs. Evelyn James-Barnett, who served this Department with distinction for just less than five years. Her efficiency and devotion meant the transition occurred with ease.

The Office serves the community by liaising between the media and the Bermuda Police Service. All media enquiries are first submitted through the Public and Media Relations Department. Based on the nature of the incident reported, the Public and Media Relations Office will address the details to the media, except in the cases where dispensing specific information will impede the investigation process.

In 2001, the Bermuda Police Service continued its progress in the area of community relations. With the help of the community, it is believed that crime

As police officers our interactions with children are vital. Positive interactions not only enable us to provide them with a sense of security, they allow us to project positive authority and act as role models.



can be managed effectively. Citizens' safety is of the utmost concern and the Police Service is prepared to involve its citizens in the investigative process. There is a strong link between the level of criminal activity and the instances of reported crime. We believe the



dissemination of information in a timely fashion is one way that we show the community how committed the police are to making the Service transparent.

It is hoped that a continued relationship between the police and the public is maintained through the Public and Media Relations Office. When there is cooperation the process is more effective, and all parties benefit.

RESEARCH, DEVELOPMENT & INNOVATION UNIT (RDIU)

Inspector Michael Jackman

The Commissioner of Police established the RDIU in May in a transition from the Project Renewal & Implementation Team. The RDIU works under the direction of the Commissioner and consists of an Inspector and a 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 subjects, including: automatic fingerprint recognition, use of digital photography in forensic evidence gathering, and liquor license legislation. The RDIU was also involved in preparing a Career Management Manual, establishing a listing of the Service's partners, and worked with the Commissioner in developing a Strategic Plan for the Service.

The Officer in Charge of the Unit also provides support to the Strategic Executive Group and the Policy Committee.

Remit of the Deputy Commissioner of Police

GEORGE L. JACKSON, CPM., DIP. CRIM.

CORPORATE SERVICES

Superintendent Gertrude Barker CPM., Dip. Crim.

HUMAN RESOURCES DEPARTMENT

Superintendent Gertrude Barker

The re-alignment of the Bermuda Police Service in 2001 saw the continued re-organisation and restructuring of the Human Resources Department and was followed by a further review by the Government Management Services Department. The recommendations from that review are now at the early stages of implementation. Superintendent Gertrude Barker filled the role of the Human Resources Manager following the resignation of Mrs. Suzette Edmead in June. The Human Resources Department oversaw the Financial Assistance for Private Study Programme, Sickness Committee, Police Recreation Club, Training Centre, Cadet Unit and Outward Bound.

Recruitment

The Service welcomed the arrival of experienced police officers from the Caribbean and United Kingdom in mid-August 2001. In addition to the overseas officers, 13 local recruits joined the Service having completed the Recruit Foundation Course #60.

Civilian Recruitment

The strength of established posts during the year was:

BPSU employees	79
BIU employees	15
Other	
Police Recreation Club	4
Unfilled posts	4

During 2001, a moratorium was placed on the hiring of temporary civilian staff within the Service, in compliance with a government directive to reduce spending.

Financial Assistance For Private Study

After two successful years of Financial Assistance for Private Study, the programme assisted 11 officers with financial assistance during 2001. This enabled officers to continue working within the Service and to pursue their education.

With an operating budget of \$28,000.00 payments amounting to \$27,255.80 were awarded to officers towards the cost of tuition for the continuation of various degrees both locally, through the Bermuda College, and overseas in the United Kingdom and the United States. Listed below are the various types of studies undertaken:

Financial Year: 2000/01

- Introduction to Accounting I & II
Bermuda College
- Associate in Business Management
Bermuda College (3 officers)
- Management Functions & Management Accounting
Bermuda College
- MSc in Human Resources
Webster University
- Security Specialist Operation Certificate
Executive Security International
- MSc in Security & Risk Management
University of Leicester
- MSc in Security & Crime Management
University of Leicester
- Management Skills Programme Certificate
Bermuda College

WELFARE SUPPORT

Mira Ingemann, Police Welfare Officer

The Bermuda Police Service recognised the value and importance of maintaining a healthy workforce. In January 2001, the first in-house Counselling and Welfare Programme was introduced to the Service. The necessity of this confidential service was clearly demonstrated by the amount of crisis intervention services and counselling sessions provided over the past year. Fifty-six clients were referred to the Office with 147 counselling sessions conducted. Although several clients referred themselves, the majority were referred by fellow officers or Divisional Commanders (64.3%). Persons who utilised the service were 77% police officers, 23% civilians, 53.6% female and 46.4% male employees. Their main concerns were related to work, relationship and life manage-



ment issues. Furthermore, hospital and home visits were made to employees and their families as a result of bereavement, injury or health problems.

The evolution of the Critical Incident Stress Management (CISM) programme resulted in several interventions, including 14 presentations on post-traumatic stress, which were provided to all Divisional Watches and was incorporated into the Service's training courses. CISM acquired global recognition when in November 2001, the Police Organisation Providing Peer Assistance (POPPA) in New York City requested the assistance of national and international Police CISM teams to assist in the aftermath of the U.S. terrorist attacks. Our Police CISM team was scheduled to be deployed at the World Trade Center site in early 2002.

In addition to establishing a new office, several policies became 'works in progress', such as the Trauma in the Workplace Policy, Counselling and Welfare Policy, Death Notification Policy and the Fitness For Duty Policy. Stress management programmes were incorporated into the Recruit Foundation, Continuation, and Localisation Courses, with a total of six three-hour stress management seminars being conducted in 2001. The Office was represented on the Health and Safety Committee, the Sickness Committee, and the Fitness Policy Committee. Issues pertaining to pregnant officers, childcare, shift schedule, psychological pre-screening of recruits, Prior Learning Assessment (PLA), conflict mediation, and retirement services were also highlighted. Although the Counselling and Welfare Office is still in its infancy, it reflects the exciting journey of what lies ahead in meeting the challenges of modern policing. By introducing counselling and psychological services, the Service came on par with the standards of International Law Enforcement Agencies.

HEALTH & SAFETY

Inspector Michael Jackman

The Health & Safety Committee met regularly during the year. Inspections were done on most of the police buildings and the Committee worked with management to rectify any hazards that were

discovered. Work on resolving the contraventions for Hamilton Police Station and St. George's Police Station are still on-going. In the case of the latter, plans are being developed for the new police station at Southside and improvements to the existing building.

A continuing concern is the asbestos in some of the older buildings. This continues to be a major concern for persons working in these buildings. Every effort was made to minimise these fears. The Committee also had to deal with issues relating to office ergonomics and new chairs were provided in some instances.

CAREER DEVELOPMENT UNIT

Inspector John Dale

The Career Development Unit of the Corporate Services Division is now three years old and for the past two years was headed by an Inspector. The duties in the Department called for an Inspector and Sergeant; however, due to manpower constraints, the Department was run solely by an Inspector.

Responsibilities

The Career Development Officer (CDO) is responsible for the management of the career process for all Police Officers below the rank of Inspector. This includes career counselling, the management of the appraisal system, 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.

Projected Vacancies

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

Equal Opportunities

The CDO and various department or unit heads 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 appreciated the openness and fairness associated with this procedure. Departments that benefited from the process were: the Corporate Services Division, the Operational Policing Division, the Operational Support Division, the Crime Support Division, and the Intelligence Division.

Exit Interviews

As personnel reach retirement or resign from the Service they have an opportunity to visit the Career Development Officer (CDO) for an Exit Interview. This serves to make the officers feel appreciated and gives them the opportunity to make constructive comments and suggestions to aid in the development of the Service.



Promotion Interview Process

The CDO now adopts, manages and facilitates the interview process within the various Promotion Policies. 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 following the process. The CDO also liaises with the appointed chairman of the interview panel to arrange the appropriate times, dates and venues of the structured interviews.

The Career Development Office made good progress in its embryonic stages and can be seen as an integral part of developing the organisation for many

years to come. It continues to be pro-active, and tackles the career issues of all officers with enthusiasm and dedication.

RECRUITMENT & TRAINING UNIT

Chief Inspector Charles J. Mooney

The Recruitment and Training Unit is now comprised of the Police Training School, the Cadet School, the Driver Training Unit, the Audio-Taped Interview Centre and the Recruiting Office.

Overseas Courses in 2001 were affected by the tragic events of 11th September, as several were cancelled or postponed to a later date, with most being re-scheduled to 2002. However, the Bermuda Police Service still managed to send officers from a variety of Departments to courses and conferences from which they could bring back knowledge for the benefit of the Service.

Some of the courses and places attended were:

United States of America:

- Criminal Analysis Applications Course – *East Hartford, Connecticut*
- Police Diver's Underwater Science and Technology Course – *Miami-Dade Police Department, Florida*
- The I.A.L.E.I.A. Annual Training Conference – *Chicago, Illinois*
- I.A.C.I.S. Advanced Course – *Orlando, Florida*



- International Nortel Networks Seminar – *Nashville, Tennessee*
- Florida Executive Development Seminar – *Palm Beach, Florida*
- Ecstasy and Club Drugs Seminar – *Atlantic City, New Jersey*

Establishing and nurturing close ties with local communities, and children in particular, has been instrumental in educating children about personal safety.

Strengthening relationships among children and youth bodes well for their protection and for their future development as responsible citizens.



- Animal Fighting Seminar – *Macon, Georgia*
- National Black Police Association Training Conference – *Doral, Miami, Florida*
- Crime Stoppers International Training Conference – *Pueblo, Colorado*
- Managing Your System – *Motorola Training Centre, Schaumburg, Illinois*
- HK Master Instructor's Course – *Chantilly, Virgin Islands*
- Outward Bound Advanced Skills and Standards Course – *Project Adventure, Beverly, Massachusetts*
- G.R.E.A.T. Training Course – *Orlando, Florida*
- iBase Designer Course – *Springfield, Virginia*
- Project Management Fundamentals Course – *International Institute for Learning, New York, New York*

United Kingdom:

- Driving Instructors Course – *Hampshire Constabulary, England*
- Intelligence Manager's Course – *Kent County Constabulary, England*

- Chief Inspectors Courses – *Scottish Police College, Tulliallan, Scotland*
- Memex User Group Conference – *Manchester, England*
- SFO CQC Instructor's Course – *Metropolitan Police Firearms Training Centre, London, England*
- Fire Investigation Course – *Fire Service College, Moreton-in-Marsh, England*

Caribbean:

- Association of Caribbean Commissioners of Police Conference, *St. Lucia*
- Heads of Special Branch Conference, *Martinique*
- Senior Command Training Course, *Grenada*
- D.E.A. Intelligence Seminar, *Santo Domingo, Dominican Republic*

- Command and Staff Training Course, *Grenada*
- Financial Investigation Unit Supervisor's Symposium, *Port of Spain, Trinidad*
- Narcotics Investigators Courses and Advanced Narcotics Investigators Courses – *Seawell, Barbados and Redtrac, Jamaica*
- Sexual Offences Investigative Techniques, *Trinidad*
- Train the Trainer Course at Project Management Training Office, *Bridgetown, Barbados*
- Caribbean Aviation Security Course – *Tunapuna, Trinidad*
- Junior Command Course at Constabulary Staff College, *Spanish Town, Jamaica*
- Executive Leadership Course – *Regional Police Training Centre, Seawell, Barbados*

Canada:

- Senior Police Administration Course at the Canadian Police College – *Ottawa*
- Major Case Management Courses at the Canadian Police College – *Ottawa*

Holland:

- The Egmont Group Plenary Meeting – *The Hague*

TRAINING CENTRE REPORT Inspector Mike Chlebek

The Training Centre continued throughout 2001 with its regular schedule of courses, together with a number of training programmes based on the recommendations outlined by the Commission of Inquiry into Serious Crimes in Bermuda. The following is a list of courses held at the Training Centre throughout the year utilising the services and expertise of both local and overseas instructors and trainers:

Seminars:

- Diversity Training Seminar

Courses:

- Community Beat Officers Course
- Child Sexual Abuse Investigation Course
- Recruit Foundation Course [one]
- Continuation Courses [two]
- Surveillance Training Course
- Interview Board Training
- Reserve Recruit Foundation Courses [two]
- Localisation Course
- Family Liaison Course
- Domestic Violence Course

- Investigation of Sexual Offences Course
- Child Protection Course
- CPR Refresher Course
- Firearms Incident Commanders Course (for supervisory ranks (Sergeants and above))
- Laser Operations & Instructors Course
- Officer Safety Trainers Refresher Course
- Expandable Baton – Certification Course
- Rigid Bar Handcuff – Certification Course
- Firearms Tactical Advisor – Development Training
- Audio Taping Investigative Interviewing Techniques Training Course
- Traffic Accident Investigators Course
- Kent (Local) CID Course

DRIVER TRAINING UNIT

Sergeant Darren Glasford

The Unit's primary function is to train police personnel to drive the various types of police vehicles. The following courses were held throughout the year:

- Five Standard and Response Courses were held with a total of 33 students. Ten students achieved Standard designation and were trained to drive up to 55km/h without emergency equipment. Seventeen students achieved Response designation and were trained to drive up to speeds of 80km/h using emergency equipment.
- Five Response Courses designed for drivers who already had a Standard license. A total of 10 students attended the one-week course with seven students passing.
- Two Advanced Car Courses were held, with eight out of nine students passing. The students are trained to drive safely and smoothly at speeds in excess of 100km/h, with the fuel-injected cars frequently reaching speeds of 140km/h.
- One Motorcycle Course was held with four students. All four students passed and are qualified to ride all police motorcycles. This course is offered to Advanced Drivers only, as the concepts and techniques tend to be similar. One difference is that the speeds on the motorcycle course are much higher.
- Five two-day Authorisation Courses were held with 16 of the 18 students passing. These were the last two-day Authorisation Courses for police officers that the Unit plans to run.

- Three Truck Courses were held, with four out of four students passing. These courses 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 27 Check Runs (assessment drives). Two students failed and risked losing their license but when re-tested they had brought their level of driving back up to the required standard.

Overall, there was an 88% pass rate for the year. This was an increase from the year 2000, which had a pass rate of 74%. The Unit intends to give the Service more trained drivers at higher levels by not closing down for the summer or Christmas period. It is intended to use relief instructors when officers from the Unit go on annual leave. Supervisors are encouraged to play a part in the Driver Training Unit. Trained drivers should drive at all times. Only when there are extenuating circumstances should untrained (Basic/Authorised) drivers be used. With the Unit no longer providing Basic/Authorisation Courses, officers are now required to successfully complete a Standard Driving Course before driving. This will eventually provide the Service with more trained drivers in every department.

During the year a Constable was transferred to the Unit, bringing the staffing level up to one Sergeant and two Constables.

Driver Training Unit personnel attended a number of overseas courses. Two Constables went on a four-week Standard Motorcycle Course at Hampshire Constabulary in England. The officers performed extremely well and maintained the high standards set by previous officers from Bermuda.

All three members of the Driver Training Unit are members of the Emergency Response Team. This means that relief instructors are needed to fill in at times. As a result, a local Driving Instructors Course was held. Constables 814 Fiona Miller, 849 Dorian Astwood and 939 Shannon Lawrence attended and all were successful in completing this course. These officers will be considered for the next overseas driving courses. Another local Driving Instructors Course is planned for the year 2002.

CADET UNIT

Sergeant Calvin Smith

The Bermuda Police Cadet Programme was ongoing in August 2001, and saw nine new Cadets enrolled, with the total number of Cadets increased to 14. The Cadet Programme re-opened in February of 2000, and over the last two years has continued to strive and gain momentum, in hopes of increasing the number of Bermudians in the Bermuda Police Service. In keeping with the contract of the Cadet Programme, Cadets received full payment of their college tuitions and books, as well as a monthly salary. In return, the Cadets are required to serve three to five years in the Bermuda Police Service after graduating from the Bermuda College. The programme also allowed the Cadets to familiarise themselves with the Bermuda Police Service, gaining fundamental knowledge in police policies and procedures. With this initiative, as well as the introduction of the Core Values of the Service, we will continue to provide an excellent long-term resource of disciplined and professionally trained young people who will be beneficial to the Community and provide excellent service with the Bermuda Police in the future.

OUTWARD BOUND UNIT

Constable Mark Norman

Outward Bound Bermuda continued to be a popular programme amongst the youth on the Island, throughout schools and various youth groups. The open-enrollment five-day residential courses were re-introduced in the year 2001 following the curtailment of the courses in the summer of 2000.

The employment of Senior Instructor Catherine Durkin in late 2000 was of great benefit to the scheme. Many schools took advantage of the programme for one-day courses, which were run by the two full-time staff during the school year. For the summer five-day courses, six summer students were employed as instructors. The Ministry of Community Affairs and Sport was again supportive with the financial assistance of a \$20,000 grant. A total of 1,084 students took part in local Outward Bound activities in 2001.

The overseas courses saw 22 Bermudian students attend the Aberdovey Outward Bound Centre in North Wales, United Kingdom, where they participated in a 19-day multi-element course with some 120 other students from all over the world. A total of \$56,000 was raised to cover the cost of this venture, and our continued thanks go to the business community for their support. Sixteen of those 22 students also used the course to complete the Gold Duke of Edinburgh Award.

In March, Constable Mark Norman was invited by Outward Bound International to attend a Safety Review Trainers Course at the Singapore Outward Bound Centre. He went on to be part of Safety Review Teams in Malaysia and Hong Kong. In May, prior to the summer courses, Catherine Durkin attended a five-day Advanced Skills and Standards Ropes Course which brought her up to date with the latest best-practice methods. In October, Constable Mark Norman attended the Outward Bound International Annual General Meeting at the Ullswater Outward Bound Centre in the United Kingdom.

FINANCE & ADMINISTRATION DEPARTMENT

Mr. Stephen Harrison, c.a.

Finance & Administration is divided into three departments: Finance, Administration and Stores.

Finance

The Finance Department controls the operating budget of \$39.5 million, plus a variable capital budget. Its responsibilities include: payroll administration, accounts receivable, accounts payable, financial statement, budget preparation and many ad-hoc reports that are required throughout the year. Four dedicated staff carried out these responsibilities: Ms. Shanda Scott, Ms. Andrea Mills and new recruits, Ms. Finote Paynter and Ms. Clara Saunders.

ADMINISTRATION

Acting Inspector Alex MacDonald

The Administration Department is comprised of one Inspector, one Sergeant, James Walters, plus three civilians, Ms. Dawn Brown, Ms. Gloria Joel-Robinson and Ms. Darlene Astwood. The Department handles

a wide range of issues, including: firearm and security guard licenses, permits, many enquiries, maintaining annual leave and sickness records and other administrative support.

STORES

Mr. Michael Bremer

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

TECHNOLOGY DEPARTMENT

Acting Inspector Norman Wilson, B.Sc.

The year 2001 produced several milestones in the history of the Department and will be remembered for the significant progress made in strategic development. At a meeting of the Policy Committee in February of 2001, the Technology Department presented the rationale for developing an "Information Services Strategy" for the Bermuda Police Service, as well as a full presentation of the Strategy itself. This included the Department's intent, purpose, goals, and its relationship to the new policing strategies presently being implemented in the Service. This paper also outlined how the present Technology Department would become the Information Services Department, and how this new Department would be operated in the future, in becoming more fully integrated and aligned with the strategic plans for the operations of the Service.

After revisions, the Policy Committee of the Service adopted the Policy Paper on Information Services. The Technology Department then prepared a review that outlined the organisational and operational changes necessary to turn the Department into a more integrated part of the Strategic Plan for the Service, and identified the additional resources necessary to accomplish this role.

One of the identified changes quickly came to fruition in May of 2001 when the Department moved to the newly renovated offices in the Headquarters Building

at Prospect that were formerly occupied by the Scenes of Crime Unit. The new offices, workshop, and mini-boardroom provided a working environment suitable for the development and implementation of the systems and technologies required to support the Department's strategic intents.

The Department continued to support and maintain the Service's technology infrastructure but is extremely over-tasked for its current staff complement. Furthermore, the addition of new policing strategies has increased the demand on the resources of the Technology Department to a very great degree. The Department currently supports 600 end users with 350 desktop computers distributed over eight major locations throughout the Island. This was made possible by the implementation of Citrix Metaframe software and Wyse windows terminals, which make up approximately 90% of our desktop hardware.



One of the staff members is trained in Computer Forensics and the demand for this type of expertise in the Service has increased significantly since it became available in 1999. The department is involved in a variety of types of criminal prosecutions including narcotics, fraud, and sexual assault cases and provided crucial evidence for investigators in most instances.

The Service's technology hardware was upgraded in several areas during the past year. We replaced the large Uninterruptible Power Supply supporting the server area and dispatch centre. Our telephone switch was replaced with a new Nortel Meridian 1 81C system and our IBM AS400 e-Server was upgraded to an i-Series 820.

COMPLAINTS & DISCIPLINE UNIT

Inspector Kendrick James

The Complaints and Discipline Unit is staffed by an Inspector and a Sergeant and works out of Police Headquarters. The Department is responsible for the investigation of complaints against police officers and has a direct reporting relationship to the Deputy Commissioner and the Police Complaints Authority.



In 2001, there were 57 complaints made against a number of officers Service-wide. Seventeen were closed with resolutions approved by the Police Complaints Authority (PCA). A further 27 are at the stage where investigation reports and/or definitive updates have been reviewed by the Deputy Commissioner of Police and subsequently forwarded to the Police Complaints Authority for their oversight and further directions. The remaining 13 are at various stages of completion and have not yet been forwarded to the Deputy Commissioner of Police.

Not all complaints of internal misconduct are logged at Complaints and Discipline, as matters of internal discipline are not under the purview of the Police Complaints Authority. There are also other matters that the Discipline Office, in its discretion, attempts to reduce. In 2001, eight internal complaints were recorded at Complaints & Discipline, mostly to do with disobedience or disrespect to superior ranks.

POLICE RECREATION CLUBS

Prospect & St. George's *Mr. John Perinchief*

The Police Recreation Clubs in Prospect and St. George's are scheduled to undergo extensive

upgrades in 2002. It is our goal to extensively renovate the kitchen and lounge area of the Prospect cafeteria in order to provide a better facility for all staff. Renovations are due to begin in April 2002 and be completed in September 2002.

Along with these improvements, we plan to provide improved service to the Police Service, our guests and other members of the club.

Somerset *Sergeant Graham Alderson*

The building known as the Somerset Police Barracks, which encompasses the Somerset Police Recreation Club, was closed at the end of January 2001 for much-needed renovations. The last known renovations of these premises were in the early 1980's, and it became very obvious that much more detailed refurbishment was required, especially in the area of the electrical supply.



After having its roof removed, and replacing the intact sheet metal with up-to-date roofing material, the building was finally declared open just before Christmas 2001. However, the ever popular, and normally successful Christmas Raffle was cancelled in 2001, owing to the renovations.

The outlay and design of the building has remained much the same. However, the Barracks now has a modern kitchen, lounge, and laundry for the potential use of ten residents.

Having been closed for such a long time, the regular patrons of Somerset Police Club are slowly returning.

Remit of the Assistant Commissioner of Police

CARLTON E. ADAMS, CPM

POLICE SUPPORT UNIT (PSU)

Inspector Craig Morfitt

Senior Managers of the Bermuda Police Service attended a Public Order Training Seminar on 28th September 2000. Arising from that seminar, a proposal was made to enhance the operational response to public order policing. That proposal included the creation of a Police Support Unit that took effect on January 1, 2001.

The operational Police Support Unit (PSU) was created with a strength of one Inspector, three Sergeants and eighteen Constables, all drawn from divisional strength.

The aim of the PSU was to minimise the operational impact at divisional level of spontaneous and planned public order events, whilst, as far as practicable, enhancing the Service's ability to respond to such incidents. The ability to deploy in this manner provides key support to the Policing and Crime Management Strategies.

The PSU responded to public order policing requirements at soccer games, concerts, street disturbances and disturbances occurring at, or near, licensed premises. The Unit is also utilised at significant public events where large crowds are anticipated.

Since its creation, the PSU expanded its role beyond the public order requirement. The PSU also plays a significant role in the street level enforcement of the illegal drug trade. The availability of a sizeable unit of officers has allowed the PSU to tackle areas where groups of young men gather to sell controlled drugs. The attachment of a multi-purpose Police K9 and handler to the unit significantly enhanced its ability to combat street drug dealing.

OPERATIONAL POLICING DIVISION

Superintendent Sinclair White

OPERATIONAL PLANNING UNIT

Inspector John Skinner, BSc.

During 2001, the Operational Planning Unit, staffed by an Inspector, was directly responsible to the Superintendent of the Operational Policing Division.

The main duties of Operational Planning Unit included:

- Being the Bermuda Police Service Liaison Officer with local and visiting military units
- Being Staff Officer to the Emergency Measures Organisation and assisting the Operational Support Division's Chief Inspector in his role as Disaster Planning Co-coordinator
- 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 the Command Team
- 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

During the year, 23 ceremonial, special events and sports related Police Operational Orders were prepared. These included the Operational Order for the visit of the Princess Royal, and the Smiths South by-election.

In addition, in connection with the local response to the terrorist attacks on the U.S.A. in September, the Unit provided extensive support to the Emergency Measures Organisation and produced or revised a number of security related Standing Orders and instructions.

The Unit helped to prepare, and assisted in, various Internal Security related exercises and presentations under the direction of the Deputy Governor. The Unit also assisted the Commissioner of Police in the preparation of presentations to the Governor, other Government Departments and within the Bermuda Police Service.



The Disaster Planning Co-coordinator provided 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 during the year.

During 2001, there were approximately a dozen named storms in the Western Atlantic during the Hurricane Season.

The Bermuda Police Operational Support Division received Bermuda Weather Service Weather Alerts involving a number of severe weather systems, two of which became potential threats and passed close enough to affect the Bermuda area. Hurricanes ERIN and KAREN passed close to the islands of Bermuda, but without producing hurricane force winds in the local area.

During 2001 a member of the unit attended a Casualty Bureau Management Course with the Metropolitan Police, London, England.

PATROL DEPARTMENT

The new Operational Policing Division was the result of the implementation of the Service re-alignment in August 2001, and has Hamilton, Somerset and St. George's Station as its three responsibilities.

With the re-alignment of the Police Service, the term "Division" as it related to geographic areas was made redundant. The creation of the Operational Policing Division incorporated all three police stations, each with their original geographic area of responsibility, into one single Division headed by a Superintendent. The officers assigned to the three stations provided 24-hour patrols to respond to all calls for service from the community. Such calls included reports of road traffic accidents, house-breaking, assaults, stealing, intruders, domestic disputes and public disorder. To that end, these officers played perhaps the leading role in providing service delivery to the public, being one of the first points of contact for the community.

As the Service moves forward in the process of change and improvement, it is not without cost.

Training issues and other exigencies continue to extract staff from all three Police stations. As a result, the men and women of the Service are faced with constant resource challenges in terms of meeting the number of calls for service. However without a doubt, the dedicated assistance by members of the Reserve Police is greatly appreciated. They continue to volunteer their services on a much needed and timely basis, and many of these officers provide as many hours to policing as they do to their daily careers. We are indeed grateful for the valuable assistance that they provided.

HAMILTON STATION

Chief Inspector Anthony Mouchette

The Hamilton Station has primary responsibility for the parishes of Paget, Pembroke and Devonshire, as well as the City of Hamilton. It remains the largest policing area (by population), and the busiest in terms of calls for service. Chief Inspector Anthony Mouchette is the Station Commander and is ably assisted by 67 Officers divided between four uniform Watches and six civilian support staff.

The Bermuda Police Service has a continued mandate to deploy Constables for static guard duties at Government House, the Premier's residence and the House of Assembly when in session. It has long been recognised that these static duties, while functionally important, continue to impact on resource and morale levels. In addition, Hamilton Station acts as the central housing station for prisoners and, therefore, must provide a jailer who has responsibility for the care and custody of them.

Once the mandated duties are covered, the remaining personnel are detailed to mobile and foot patrol duties, which form the core policing duties of this Station. Due to policing demands, Sergeants have been encouraged to detail single-crewed mobile patrol cars during the day shift and early late shift to allow for highly visible foot patrols to be conducted within the City area. In the interest of officer safety, patrol cars are instructed to collect a foot patrolman before attending any incident of a violent or domestic nature.

SOMERSET STATION

Chief Inspector Michael DeSilva

The station houses a total of 50 police officers and civilians who provide the full range of policing services to the public in the west end of the Island. The Western Patrol Area embraces the three parishes of Sandys, Southampton and Warwick and spans an area of approximately six miles from Cobb's Hill Road in Warwick to the North Basin in Dockyard.

The uniformed Patrol Unit is comprised of four Watches each made up of one Sergeant, seven Constables and a civilian Station Duty Officer. It is anticipated that research will be conducted to evaluate the adequacy of current staffing levels, but in the meantime the officers of this Station continue to conduct their duties in a most professional manner.

A Detective Inspector who is assisted by two Detective Sergeants and eight Detective Constables heads the Criminal Investigation Department at Somerset Police Station. This Unit played a significant role in service delivery as it is tasked with providing follow-up investigation, and ultimately facilitating prosecution of all "local" crimes reported in the patrol area. Such reports include stealing, house-breaking, crimes of dishonesty, sexual assault, injury



assault and robbery. More serious crimes such as murder, serious sexual assault and major fraud are assigned to the Serious Crime Unit of the Crime Support Division, although officers from the Western CID Unit are normally attached to the Division to assist with the investigation.

The CID branch of Somerset Police Station is frequently faced with resource challenges. Two Constable positions and a Sergeant position remained vacant during 2001 and Management is vigorously pursuing this situation. Despite these shortages, the men and women of this Unit continued to perform efficiently and professionally throughout the year. Their efforts resulted in the solving of several significant cases, including a murder where the body of a man was found in Lagoon Park, a series of house-breakings in Warwick Parish, a second series of burglaries committed in Southampton Parish as well as a serious wounding of a man in Sandys Parish.

Throughout 2001, the overall crime rate increased slightly in the Western patrol area but this increase was consistent with the overall increase across the Island. The study of crime pattern analysis showed that, generally, crime figures ebb and flow consistently over long periods of time. The overall clear-up rate of crime in the west end remained relatively high throughout the year. In the final analysis, the



Learning about road safety and the value of protective equipment is crucial to each and every child.

uniformed and CID officers at this station have managed to cope well and have performed effectively in containing the overall crime picture.

ST. GEORGE'S STATION

Inspector Clarke Minors, M.I.S.M.

St. George's Police personnel work from St. George's Police Station, located on York Street, St. George's. Their duties cover Hamilton, Smiths and St. George's Parishes. The policing responsibilities of the area are expanding, along with its geographical size. The Southside Development alone has contributed some 435 additional acres of land. Through the auspices

of the Bermuda Land Development Company, housing units, retirement units and low cost housing have all been constructed on site. However, with an increase in housing units at Southside came an increased policing responsibility.

In addition, the development of a Business and Technology Park at Southside affected both required staffing levels and resources, while creating new partnership opportunities to ensure effective policing of the district.

The current established strength of the Division is one Chief Inspector, one Detective Inspector, one Station Manager, four Watch Sergeants, 43 Constables, and four Station Duty Officers (valuable civilian employees). The Narcotics Department still maintains a close working relationship with H.M. Customs, dealing with drug interdiction concerns. A police presence is maintained at the Bermuda International Airport and the "5 Watch" trial system was ended on June 30, 2001, with the Division reverting to the "4 Watch" system.

Despite the fact that officers continued to be challenged by criminal behaviour, they responded with courage, professionalism and diligence. Highlights included:



- A community meeting hosted by the Station in St. David's
- Several arrests and convictions
- Valuable policing by both uniform and CID officers
- A high level of police vigilance following the terrorist attacks in the USA on September 11.

Finally, I would like to acknowledge our Reserve officers and the retirement of Mrs. Pat Hollis. Mrs. Hollis cleaned the station for several years, and it

was only fitting that a retirement celebration was held in her honour at the Eastern Police Recreation Club (EPRC). Our Reserve Police Officers, who provide an invaluable service to the Division, were also honoured recently during a celebration at the EPRC.

CRIMINAL INVESTIGATIONS DEPARTMENT (CID)

Chief Inspector E. Legacy Farley, B.A.

Generally, the availability of CID personnel was sufficient throughout the year, mainly at the St. George's and Somerset Police Stations. However, Hamilton did experience a high level of sick days (373), which was in part attributed to excessively heavy workloads and what is perceived by personnel to be an inadequate working environment. This amount of sick leave obviously has an effect on productivity and morale.

Occasionally, as expected, the need arose to strengthen Unit personnel and when this did occur, personnel were usually obtained from the Uniform Watches at the respective stations or from one of the other CID Units. These temporary attachments of officers from one CID Unit to another have become more prevalent since the restructuring of the Service back in August 2001, as the Division moved resources as needed.

The assistance which CID obtained from the Uniform Section was more often than not for a very short period of time. Occasionally though, the assistance was in the form of secondments for longer periods of time which were invariably done with a view of filling an existing vacancy within the CID.

In the case of Somerset, one uniform Constable from the said Division was seconded to CID and it is anticipated that he will soon be recommended for permanent attachment to the Somerset Unit.

In the case of Hamilton, nine Constables were seconded there in 2001, four of which were later confirmed as Detective Constables. Of these, two are still attached to Hamilton, one was transferred to St. George's and one was attached to the Fraud Investigation Unit until further notice.

Meanwhile, four others have not yet been confirmed as Detective Constables, but they continue to work in Hamilton. Their status as Detectives is to be decided upon in the near future.

The remaining one officer has already returned to uniform duties at Hamilton Police Station.

The current CID establishment at the respective Stations is perceived to be inadequate to cope with the overall rise in crime which Bermuda experienced. However, the detective staff continue to investigate a variety of crime reports in a dedicated and professional manner.

TRAFFIC UNIT *Inspector Tyrone Smith*

The restructuring of the Bermuda Police Service saw the re-centralisation and re-organisation of the Traffic Unit on August 1, 2001. The stated establishment of the Unit is one Inspector, two Sergeants and 12 Constables and they have been specifically tasked with reducing the number of road traffic collisions on Bermuda roads by 2% every year for the next five years. This is dictated by the approved Bermuda Police Traffic Strategy 2000.

The Unit has embarked on a different method of operating. The emphasis has been placed on education and prevention instead of enforcement. This is evident by the number of Traffic Officers on the street at peak periods, the regular appearance of officers on radio talk shows and the talks being given to all Middle and Senior Schools on the Island. The Selective Targeting Enforcement Programme (STEP) was also implemented and since its introduction the Unit has targeted Speeding, Driving Without Due Care and Attention and Helmet Offences. These offences were selected in consultation with the Bermuda Road Safety Council (BRSC), Road Safety Officer, the general Public and other external agencies. Members of the Unit have also been active in various organisations including, The Graduated License Committee, The Traffic Code Handbook Committee and The Road Safety Council. Their role is to inform these organisations first hand of the occurrences on the road and also address any issues that arise. Finally, the Unit now investigates

all Fatal and potentially Fatal Road Traffic Collisions thus alleviating the need to further deplete other Departments. This also standardises the investigation, and speeds up the submission of these files.

The Unit continued to provide escorts for ceremonial occasions and wide or extra large loads.

TRAFFIC STATISTICS

The number of road collisions reported to the Police during 2001 was 2,848, an increase of 3.8% from the previous year. There were 11 fatalities as compared with six in 2000. The central parishes continued to account for the majority of accidents. The major causes of collisions were inattention, inexperience and following too closely.

It was suspected that alcohol or drugs were the contributing factors in 84 accidents, as a result of which 82 drivers were arrested on Suspicion of Impaired Driving.

A synopsis of collision causes is as follows:

	2001	2000
Inattention	856	724
Inexperience	364	399
Following Too Closely	229	228
Bad Road Surface	207	167
Overtaking Improperly	182	167
Entering main Road Carelessly	167	205

Private cars accounted for 2,567 or 51.2% of the total number of collisions.

Persons between the ages of 31 to 40 accounted for the highest number of collisions with 1,209 or 23.7%. In addition, 228 collision drivers failed to stop at the scene; the figure in 2000 was 200.

MARINE UNIT *Inspector Mark Bothello*

The Marine Unit conducted their operations throughout the year with the strength of one Inspector, one Sergeant and 12 Constables. The Unit has a fleet of seven boats of various sizes ranging from 22 feet to 46 feet. The maintenance and repairs of the engines and machinery was outsourced to various local firms.

There were a total of 776 marine related incidents reported as compared with 1,325 in the year 2000. There were 1,085 foreign yacht arrivals and a total of 30 liquor license permits issued.

During the year 2001, marine police conducted 189 Search And Rescue (S.A.R.) events out of a total of 337 reported incidents.

There were a total of 454 marine only related offences reported, which consisted mostly of marine speeding, and various safety equipment offences. There were a total of 38 break and entries reported and three searches conducted under the Misuse of Drugs Act. Fourteen persons were arrested for various offences. Marine pollution still continues to be a problem around the Island. There were 27 fuel spills reported. Oil spills continue to be reported after heavy rains, as they wash oil from the roads into the water. On a number of occasions these spills were mistakenly blamed on visiting cruise ships.

The Marine Unit conducted 14 underwater operations for various reasons such as hull searches and the recovery of stolen property and weapons.

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

There were six Reserve Police Officers, who have contributed over 500 hours of their own time to provide assistance to the regular marine police. The Marine Unit continues to maintain a close working relationship with the Radio Officers at Rescue Co-ordination Centre (R.C.C.) Bermuda Harbour Radio. The Unit also continues to provide assistance to foreign agencies from time to time.

In addition to his regular duties, the Officer in Charge of the Marine Unit is actively involved in several committees. These include: the Marine Contingent Committee and Command Team, The Water Safety Council and the Christmas Boat Parade Committee.

The Unit has taken part in several in-house training exercises and one officer completed a two-week Police Diver course with the Metro-Dade Police Training Department in Miami, U.S.A.

The Marine Unit will continue being very active on the local waters. There are approximately 9,500 locally-registered boats with three to four hundred boats being imported annually. Of these there are approximately one to two hundred per year that are not re-registered or have become derelict. The local waters are becoming more congested every year and will continue to provide new challenges for the officers and the equipment of the Marine Unit.

EXPLOSIVE ORDNANCE DISPOSAL TEAM

Constable Lawrence Dean

The Bermuda Police Explosive Ordnance Disposal (EOD) team is currently staffed to its authorised strength of eight officers (three Sergeants and five Constables). Three new team members were taken on in 2001.

During 2001 the team conducted three training days each 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. There were no overseas courses granted to EOD during 2001, but all team members completed a local two-week Initial/Refresher Training Course.

The EOD team is responsible for rendering safe any military ordnance that may be found on Bermuda's shores or within her 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 also has to be capable of responding to and rendering safe any suspected criminal explosive device.

Disposal of marine flares, fireworks and prohibited weapons continued to be a significant team function, with over 8,000 having been safely disposed of during 2001. Some of the other explosives disposed of during the year were, 19 feet of linear cutting

charge, 10lbs of C4 flake, 506 feet of detonating cord, 51lbs black powder, 57lbs smokeless powder, 44 cannon shots and 50 electric detonators.

As with the rest of the world, the events of September 11th proved to be the most significant incident of 2001. Coincidentally, that date was a scheduled training day and most of the team was in attendance at the Weapons Pier. The EOD team was called upon to search one British Airways passenger and x-ray his luggage for suspicious devices on that date and subsequently searched and cleared five commercial airliners. Also of significance was the bomb threat at the U.S. Consulate on September 13th 2001, which was attended and cleared by team members. Subsequently, this was discovered to be a hoax perpetrated by one of the security guards.

October 2001 proved to be even more challenging with the spate of suspicious packages reported as a result of the U.S. anthrax scare. With the co-ordinated efforts of the EOD team, the Bermuda Fire Service HAZMAT Team, H.M. Customs and others, numerous suspicious packages were safely cleared.

At the end of 2001, the team continued with a concerted effort to dispose of as much of the (mainly Government) stock of expired explosives as possible during regular training days.

SCHOOLS LIAISON UNIT/R.E.A.C.H. **Sergeant Martin Weekes, BSc. (Hon.)**

Throughout the year, the R.E.A.C.H. programme (Resistance Education And Community Help) continued to be a working example of how successful partnerships can be forged between the police and outside agencies. Since 1996 the Unit has been partnered with the Department of Education, as well as many prevention agencies in the fields of drug/alcohol and abuse prevention, in order to contribute to the promotion of a safe, drug- and violence-free lifestyle for Bermuda's children.

In 2001 the officers of Schools Liaison Unit taught over 800 individual lessons to students at primary, middle and secondary levels. In addition to classroom instruction, the officers were required to interact with students before and after school, during the lunch recess and to be involved in other school

events. These activities provided students with the opportunity to view the officer as an approachable adult and not just a uniformed symbol of authority.

R.E.A.C.H. officers continued to receive training in 2001 in areas such as child development, classroom management, teaching techniques and communication skills. In addition, they worked closely with the Outward Bound Unit and agencies such as the Coalition for the Protection of Children and the Family Learning Centre to provide group and one-on-one assistance to "troubled" youths who might otherwise be coming to the attention of the police through less positive ways.

Unit officers taught the Gang Resistance Education and Training (GREAT) Programme in middle schools, as well as at Saltus Grammar School.



The Programme, which consists of 12 individual lessons, is designed to help middle school students to become responsible members of their communities by encouraging such skills as:

- Non-violent conflict resolution
- Resistance to peer pressure
- Goal-setting
- Community awareness

The main goal of GREAT is to prevent gang involvement before it begins and to educate young persons about the effects gangs can have on their individual lives and their neighbourhoods.

The curriculum team at the Department of Alcohol Tobacco and Firearms (ATF) in the United States are the co-ordinating agency. They have recently rewritten the GREAT Programme. The new and expanded programme will require the R.E.A.C.H. officers to

be retrained to teach the new lessons, but it is intended that the new programme will be in place for the 2002 academic year.

There were some personnel changes to the unit in 2001, including the sad departure of the last of the "original" R.E.A.C.H. team members, Constable Grant Tomkins, who left to pursue a new avenue of policing at Commercial Crime. He was replaced by Constable 'Randy' Vaucrosson in the Whitney family of schools. Constable Renalda Swan also left the Unit for the Operational Control Room and was replaced by Constable David Johnston in the Dellwood Middle School. Sergeant Martin Weekes continued as Unit Supervisor and officer for the Clearwater Middle School, while Constables John Clutterbuck and Suzanne Steede remained in Spice Valley and Sandys, respectively.



For 2002, the Unit looks forward to building on its successes in the community and to a new partnership with the Community Beat Officers. In particular, the Unit looks forward to working with the soon to be appointed Schools Resource Officer who, amongst other things, will be tasked with building on the relationship established between the police and young people by the R.E.A.C.H. officers in the middle school system as the children move up to attend the senior/high schools.

It is also hoped that 2002 will see the Department of Education conducting an evaluation of the Programme and its message in the schools.

The goals of the REACH Programme for 2002 are to continue to:

- Help young people to understand and accept principles of good citizenship and social responsibility
- Foster crime prevention in schools and other educational establishments
- Develop a broader understanding of the role of the police
- Offer positive guidance on the safeguards young people should take to protect themselves and others from dangers in the community and the home.

ANIMAL PROTECTION UNIT

Constable Yvonne Ricca

Throughout 2001, Bermuda continued to face a very challenging time with dog control. The Animal Protection Officer (APO) continues to implement new strategies to combat 'dog fighting' issues.

An anti-dog fighting campaign was launched with the distribution of posters and pamphlets created



by the APO with the assistance of the Bermuda Government Dog Wardens. This proved very fruitful in making the public aware of the cruelty involved in this barbaric sport. The APO also attended a dog fighting seminar in Macon, Georgia. This allowed her to make important contacts with overseas agencies. The Humane Society of the United States has assisted her greatly in doing background checks on various 'dog fighters'. Due to these initiatives and increased public awareness, dog fighting incidents have been reduced.

Dog-related problems continued to attract a significant amount of media attention throughout the year. Various newspaper articles were written, including an article on heavy boat chains used on pit bulls.

A Cadet was assigned to the Unit for the summer of 2001 along with a day student from the Gilbert Institute who was assigned for a day. Both students were shown basic animal care and educated about animal abuse taking place on the Island.

Between the APO and the Dog Wardens, 10 people were placed before the court and all were found guilty and given the appropriate fines. Two people were also charged in the court for cruelty of a large number of farm animals. Both were found guilty on five charges, one has been fined, and the other is awaiting an appeal. This case was prepared between the APO and the Society for the Prevention of Cruelty to Animals (SPCA).

The APO works closely with the Dog Wardens and the SPCA in dealing with animal complaints. The partnership between agencies succeeded in raising public awareness and reducing acts of animal cruelty.

The APO is a member of the National Animal Control Association (NACA), which promotes responsible animal ownership, and a dog fighting task force run by the Humane Society of the United States. The Dog Wardens are not the only ones to assist the APO; support is also received from other members of the Service. The APO and the Dog Wardens visited schools and gave a lecture at the Training School, educating people on the Care & Protection of Animals Act and the Dogs Act.

For the year 2002, more media coverage is expected on high profile cases, as well as public service announcements on basic animal-related issues. Also, a web site is being created with the assistance of the Government vet to be a link to the Department of Agriculture & Fisheries (Dog Wardens) web site.

OPERATIONAL SUPPORT DIVISION

Chief Inspector Norman Ingemann

COMBINED OPERATIONS (COMOPS)

The Combined Operations (COMOPS) Unit, staffed by four Sergeants and 16 Constables is directly responsible to the Chief Inspector Operational Support Division.

The main duties of the Operational Planning Unit include:

- Being the main command post for the Bermuda Police Service and providing continuous round-the-clock command and control function
- Providing a combined operations room for the Emergency Measures Organisation in time of national emergency

Highlights of 2001 included the visit of the Princess Royal, and the Smiths South byelection and a number of severe weather alerts.

In addition, in connection with the local response to the tragic events in the U.S.A. on September 11th 2001, COMOPS provided extensive command and control support to the organisations that make up the Emergency Measures Organisation.

CLOSED CIRCUIT TELEVISION

The CCTV Unit, staffed by a Constable, is directly responsible to the Chief Inspector Operational Support Division. The Constable is ably supported by a number of Reserve and Special Constables.

The CCTV Unit was used in monitoring vehicular and pedestrian traffic in the City of Hamilton for a number of special events in 2001, including ceremonial and sporting events to assist the operational commanders in the smooth running of the occasions.

The CCTV Unit also assisted in a number of operations, which saw the arrests of a significant number of persons for various crimes including assault, begging, cycle related crimes, shoplifting and other thefts and the misuse of drugs.

PROSECUTIONS DEPARTMENT

Inspector Phillip Taylor

The Police Prosecutions Department continues to operate and provide a range of services to the Police Service, the Director of Public Prosecutions (DPP) and the Coroner.

With the restructuring of the Service, extra responsibilities came under the realm of the Officer in Charge of the Department. This was the addition of the Supreme Court officer, a substantive Sergeant, who, amongst many other tasks, utilised the jury pool for the trials that are held in the Upper Courts. The staff levels for the Department are listed as follows:

- One Inspector
- Two Sergeants
- Four Constables (Plea Court and Clerical)
- Three Constables (Court Security)
- Two Civilians (One permanent, one temporary)

The main tasks of this office are the vetting of files, and preparation of information for Plea Courts, both traffic and criminal. It is also necessary for the Department to remit certain files to the offices of DPP for their opinion on certain charges, usually with files of a complex nature. The Department is also tasked with dispatching and collating files for trial and subsequently issuing witness warning lists. An improvement in the compliance is anticipated, with file completion dates for 2002.

With the addition of a third officer specifically tasked with court security, it would appear that there is sufficient staff to carry out these duties. However, their role has been expanded in recent times to take care of additional specific sittings, such as Drug Court and Defaulters Review. This can cause problems when one or more members of the Security Team are either sick or on annual leave.

Cases processed during 2001 are listed below:

- Traffic tickets issued 15,467
- Parking notices issued 39,867
- Criminal cases prosecuted 1,295

(These figures were compiled with the assistance of Mr. Tracy Kelly of Hamilton Magistrates Court).

Following an approach to the Officer in Charge of the Department, and by way of sanction by the Commissioner of Police, assistance has been given to the Department of Consumer Affairs, with regard to their investigative role into complaints from the public. This was done by way of an around-the-table discussion on how various forms are utilised by the Service, cautioning of suspects, obtaining search warrants and culminating in the compilation of an actual file for prosecution of an offender against their specific legislation. It is envisaged that the Officer in Charge, along with a Senior Crown Counsel will continue to assist in the educating of other Government departments in their quest to place offenders before the judicial system.

With regard to the functions of the Coroner's Office, there are still too many files that are outstanding. Complaints are frequently made by the deceased's next of kin to the Coroner's Office about the undue delay in processing the enquiry into an inquest. One has to be sympathetic to these families as they need personal closure on the tragic event and they cannot put the deceased's estate in order until a Death Certificate has been issued, following an Inquest.

During the year 2001, there were 128 reportable deaths. Of these, 29 required further investigation. Unofficial causes of death of those 29 are listed below:

Murder	2
Manslaughter	1
Suicide	3
Fire	1
Prison Death	1
Drowning	4
Fall	1
Overdose	5
Road Traffic Collisions	9
Unknown Cause	2

There were nine inquests held and eight deaths were disposed of by way of Section 9 of The Coroners Act.

On the suggestion of the Coroner's Office and with the permission of the Acting Senior Coroner, the actual inquests have become shorter by way of calling fewer witnesses. Previously, much of the testi-

mony presented to the Court was duplicitous, and the current approach has made for a faster and more efficient process. Prior to the inquest, the coroners are presented with a full file of witness statements, along with the investigating officer's report, so they are fully aware of all the circumstances surrounding the death.

SUPREME COURT OFFICER

Sergeant Bernard Pitman

Following the re-organisation of the Service, the Supreme Court Officer (SCO) now comes under the responsibility of the Prosecutions Department.

The SCO is presently a substantive Sergeant who is responsible for working with the Supreme Court Registry in the preparation and issuing of Supreme Court Jury Summonses on behalf of the Provost Marshall for the six two-month sessions during the calendar year, the collating and preparation of jury panels for individual Supreme Court trials and the supervision of the juries during the trials.

In 2001, a total of 76 persons were arraigned in the Supreme Court and a further 16 were sent from the Magistrates' Court for sentencing in the Supreme Court. There was a computer printout prepared for the whole year by the Government CSSD (Computer Systems & Services Department) containing 600 names of potential jurors. It has become increasingly apparent that due to the lack of current up-to-date information from the Registrar General's Office via the voters' list, individuals cannot be located and served the Summons. This meant that less and less persons become available for jury duty. Summonses are served from the three Police Stations by Watch Officers and in 2001, from the 600 Summonses issued, a total of 342 were eventually available for jury duty, and an average of 57 served per Session. (A reasonable number for the jury panel is 55-60, which allows for two trials to be run simultaneously and 'spares' to cover for permitted absences. By law each trial must have a panel of 36 persons for jury selection).

OPERATIONAL TRAINING SUPPORT UNIT/PUBLIC ORDER TRAINING

Sergeant Russell Matthews

Following the re-alignment of the Service in late 2001, the Operational Training Support Unit came into existence. It has overall responsibility for Officer Safety, Public Order and Firearms.

Officer Safety

In the early part of 2001, the fitting of protective vests to Operational Officers was completed. In November 2001 a 'Control of Dangerous Dogs' Policy Paper was revised and disseminated and equipment for the control of said dogs was circulated. Also in November 2001 a Revised Officer Safety Policy was drafted and considered by the Policy Committee.

During Officer Safety Training it was decided that trainers would keep all records of any injuries that occur within the training and to note any pre-existing injuries prior to starting the training. As a result of that decision, certain forms and reports were designed and the record-keeping of those incidents is now established.

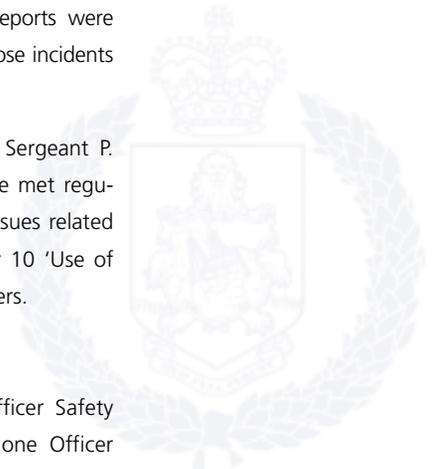
Under the chairmanship of ex-Police Sergeant P. Morgan, the Officer Safety Committee met regularly throughout the year to discuss issues related to officer safety. Throughout the year 10 'Use of Force' reports were submitted by officers.

Public Order

The position of Public Order and Officer Safety Trainer was advertised in June and one Officer applied, Constable Jeffrey Baron. He has since taken that post and was due to attend the Metropolitan Police Public Order Trainers Course early in 2002.

A draft for a 'Service Mobilisation Plan' in the case of serious Public Disorder was submitted in October 2001.

Owing to staff changes, there was no Public Order Training during the year although a more aggressive training plan is being developed for 2002 to improve the Service's Public Order capabilities.



Firearms

Because of the Service being the lead agency within the United Kingdom Caribbean Overseas Territories (UKCOT) in the firearms field and being the Secretariat for the UKCOT's Manual of Guidance on Police Use of Firearms, a significant amount of work was carried out in this regard by ex-Police Sergeant P. Morgan. The revised and final copy of the UKCOT's Manual was circulated to Senior Officers in November 2001 and was a significantly re-organised version.

The Emergency Response Team (ERT) attended an incident in January 2001 where a subject was shot three times with a 'less lethal' baton gun. This was the first police shooting of a suspect in recent memory. The subject was incapacitated as a result and the immediate threat he was posing was terminated. During the Post-Incident Investigation a Staff Sergeant from the Toronto Police Service conducted an assessment of the incident and his report was completed in May 2001. The assessment provided useful recommendations for the Service and concluded that the discharge was completely justified.

It is worth noting that the Association of Chief Police Officers (ACPO) in the United Kingdom has now authorised the use of a Baton Gun and Baton Round as a legitimate 'less lethal' option. Apparently there have been at least two incidents where Officers in the British Isles have used the Baton Gun/Round during incidents as a specific 'less lethal' option. Sergeant P. Morgan also submitted a Memorandum of Understanding (MOU) between the Bermuda Hospitals Board and the Bermuda Police Service. This MOU was circulated to the Service in November 2001. A 'Guidelines for COMOPS' draft paper was submitted to Policy Group in March 2001 and each of the COMOPS Watches were briefed with regard to these guidelines in March and April.

The Armoury was renovated and finally completed in December 2001. As a result of that and the guidelines set out by the ACPO UKCOT Manual of Guidance on Police Use of Firearms in relation to the storage of firearms, a large number of old and out of date firearms were destroyed in the late part of the

year. A number of firearms having significant historical value were kept. The old Armoury at Headquarters, which houses a number of weapons being stored for individuals on the Island, has also been destroyed. Sergeant J. Walters at Administration is in the process of completing this task.

In September 2001 the ERT took delivery of a new 'Blast Dispersion' Round that deploys CS gas in a large cloud from a range of 10 to 15 feet. This is another 'less lethal' option now available and the guidelines for use were issued in September.

In October 2001, the ERT lost the use of the National Aeronautical Space Administration (NASA) Weapons Range after five years of unrestricted access. Access to the NASA facility was rescinded because of the on-going discussions regarding the 'clean-up' of the former US Military bases between the US and Bermuda governments. Since that time, the ERT has been forced to use the Bermuda Regiment 'Gallery' Range in Warwick camp. Although the Regiment has been very accommodating in their agreement to its use, there are very strict guidelines for persons on the range, and the type of training that can and cannot be done which has directly impacted on the ERT. Efforts are underway to secure the use of the former NASA site again.

Sergeant P. Morgan is due to leave the Bermuda Police Service in March 2002 to take up residence in Canada. He was instrumental in many policies and guidelines that are in effect today and the Bermuda Police Service will be indebted for the expertise he provided.

FORENSIC SUPPORT DEPARTMENT

Detective Inspector Howard Cutts

During 2001, in order to reflect the restructuring of the Service in accordance with the Crime Management Strategy, the name of the Department was changed from the Scenes of Crime Office (SOCO) to the Forensic Support Department (FSD).

The Department provided forensic and other specialist support to the service in 1,648 cases as follows:

869	Breaking Offences
178	Stealing Offences
122	Assaults (ABH, Wounding GBH)
93	Narcotics Offences
90	Wilful Damage
47	Traffic Accidents (including fatalities)
41	Vehicle Removals
36	Robberies
28	Sudden Deaths
25	Sexual Assaults
20	Internal Matters
14	Fires
7	Child Abuse Offences
6	Murder &/or Attempted Murders
10	Forging/False Pretences Offences
62	Miscellaneous Incidents



FSD personnel conducted fingerprint examinations in 1,151 cases, 389 of which yielded latent marks, a recovery rate of 34 percent, and resulted in 84 identifications by the Fingerprint Unit.

The Department continued to develop partnerships with various external agencies and during the year worked closely with the Central Government Laboratory, the Forensic Pathologist at King Edward VII Memorial Hospital, and the Fire Prevention Officers at the Bermuda Fire Service. In 16 cases, exhibits were submitted to foreign laboratories for DNA and other forensic analysis. The Royal Canadian Mounted Police (RCMP) Forensic Laboratory at Halifax, Nova Scotia, Canada was the main laboratory used, but the

services of forensic anthropologists and forensic entomologists were utilised during major investigations.

Members of the Department continued their training and development, with three members completing the Development Course at the National Training Centre for Scientific Support to Crime Investigation at Durham, England, and another completing initial training in the International Association for Identification's Course in Bloodstain Pattern Analysis at Miami-Dade Police Department in Florida, USA.

Two of the Department's 14 members, both from the Fingerprint Unit, left – one due to expiration of employment contract and the other due to resignation.

The Department assisted its Anguillan counterpart by hosting two members of the Anguillan Scenes of Crime Office for one month each whilst providing them with training in fingerprint examination, crime scene examination, and photographic development and printing.



FLEET MANAGER

Mr. Dexter Swan

The Garage/Workshop Unit is responsible for the service and maintenance of the Bermuda Police Service Fleet. It is supervised by a Chief Inspector, who is responsible for a civilian team comprising of a fleet manager, a mechanic foreman, three motor mechanics, one motorcycle mechanic, two bodywork/paint technicians and one driver/cleaner.

The fleet itself includes the following:

	Marked	Unmarked	Total
Cars	27	65	92
Trucks	23	12	35
	<i>(buses/jeeps)</i>	<i>(vans)</i>	
Bikes	32	50	82
	<i>(motorcycles)</i>	<i>(scooters)</i>	
Boats	7	0	7
Trailers	1	4	5
Generators	0	9	9
Total	90	140	230

Driver Checklist:

- Responsibility of drivers
- Weekly log of vehicle condition

Preventative Maintenance Programme:

- Responsibility of garage workers
- Ensure a continuing high standard of vehicle condition
- Minimum cost and with a decrease in downtime.
- Increase the economic life of the vehicle

Employee Training Courses

- Theoretical and practical training courses are attended upon availability
- During the year, one member of the unit attended a KTM Sport Motorcycle: LC 640 Motorcycle Course, while another member attended a Miller Industries: Ford 350 Tow Truck Instruction Course

Planned Future Technical Enhancements

- A new fuel system

It will allow the pumps to be unattended around-the-clock while maintaining full control and accountability of all fuel usage. This has been approved but not yet installed.

- Vehicles

New vehicle purchases are equipped with airbags and ABS brakes and prisoner cells. The motorcycles are lighter and more fuel-efficient than their older counterparts. The vehicle replacement schedule is as follows:

Replacement Schedule:

- Patrol Cars 3-5 years
- Scooters & Bikes 5-7 years
- Unmarked or plain cars & vans 6-8 years
- Jeeps & Buses 8-10 years

This schedule was composed by taking into account the usage, mileage, and reliability of each of the vehicles using the following variables:

- Most patrol cars are on the road all day, every day resulting in high mileage and wear and tear, given the different driving manner of each driver
- Unmarked cars and vans are only on the road for between 8 to 10 hours each day in a five-day week, driven by many different drivers
- Scooters and motorcycles are usually ridden for a maximum of seven days, with between two to four days off and ridden by individual riders
- Jeeps and mini-buses are rugged vehicles, driven on an irregular basis, as and when required by various drivers

NARCOTICS DIVISION

Superintendent Larry Smith

The primary mandate of the Narcotics Division is the enforcement of the Misuse of Drugs Act Of 1972.

Narcotics Division remains committed to its interdiction efforts in co-operation with H.M. Customs through the new Memorandum of Understanding (MOU) signed in 2001.

Ideally, Narcotics Division would like to completely eliminate drugs throughout the entire Island and community co-operation is a vital ingredient to achieving that goal. Public education is also imperative as we attempt to rid the Island of this problem. Lectures to various organisations and institutions throughout the community are an ongoing process of the Division.

The Division maintained a close liaison with HM Customs and numerous other drug enforcement agencies around the world, especially the U.S. Drug Enforcement Administration (DEA) and the Caribbean Police Services and other law enforcement personnel. These partnerships continue to create strong bonds as we all fight this drug menace universally.

The Division extends its appreciation to the entire Bermuda community and Crime Stoppers for their continued support.

The Division suffered a major blow in early 2001 when it lost a serving member through a tragic road traffic collision. Detective Constable Robin Hollinsid is sorely missed.

The Division was involved in two significant cocaine seizures transiting Bermuda with an estimated street value of \$187,369,687.50.

Overall, the Division had a very successful year, exceeding the previous year in street value seizures by 112.7%

Major Seizures

- A 21-year-old Bermudian female was searched at Bermuda International Airport (BIA) and 412 grams of diamorphine was found on her person. She was charged and is currently serving a 13-year sentence.
- A 21-year-old Jamaican female was conveyed to King Edward VII Memorial Hospital (KEMH) and subsequently passed 66 pellets containing 508.8 grams Freebase. She was charged and is currently serving a seven-year sentence.
- A 38-year-old Jamaican female was searched at BIA and 339.6 grams diamorphine was found on her person. Two male Jamaicans were also arrested in connection with her. She was charged and is currently serving a 14-year sentence. Charges are pending.
- A 33-year-old Jamaican female was conveyed to KEMH and subsequently passed 36 pellets containing 246.4 grams of diamorphine. She was charged and is currently serving an eight-year sentence.
- A 22-year-old Bermudian female was searched at BIA and 488.8 grams of cocaine were found in her shoes. She was charged and is currently serving a seven-year sentence.
- A 27-year-old Costa Rican male off a cruise ship was searched and 499.6 grams Freebase was found on his person. He was charged and sentenced to seven years.
- A 28-year-old Jamaican male was conveyed to KEMH and subsequently passed 191.9 grams of



cocaine and 26.5 grams of resin. He was charged and sentenced to five years.

- A 26-year-old Jamaican female was searched at BIA and 281.5 grams of resin was found in a pair of boots. She was charged and sentenced to 18 months.
- A 31-year-old Jamaican female was searched at BIA and 82.3 grams of resin and 283 grams of cocaine were found in her shoes. She was charged and sentenced to six years.
- A 37-year-old Jamaican male was conveyed to KEMH and subsequently passed 66 pellets containing 596.6 grams of diamorphine. He was charged and sentenced to 14 years.
- A 24-year-old Jamaican male was searched at BIA and 459 grams of cannabis resin was found in his shoes. He was charged and sentenced to 18 months.
- A 40-year-old Jamaican male was searched at BIA and 1.7 kilograms of Freebase was taken from his wheelchair. Charged and found NOT GUILTY.
- A 37-year-old Jamaican male was conveyed to KEMH and passed 948.3 grams of cocaine in 140 pellets. He was charged and sentenced to seven years.
- A 38-year-old Jamaican male was searched at BIA and 70 pellets containing 490.8 grams of Freebase was found on his person. He was charged and sentenced to seven years.

CRIME SUPPORT DIVISION

Superintendent Randolph Liverpool, BSc., Dip. Police Mngmt.

The Crime Support Division was established in August 2001 as a result of the re-alignment of the organisational structure of the Service. The former Specialist CID Division was dismantled and some of its units were aligned with other Units to create the Crime Support Division. The Division now comprises the following Units:

- Serious Crime Unit (formerly Major Incident Room)
- Crime Manager
- Juvenile and Domestic Crime Unit (formerly CJS)
- Vehicle Crime Unit (Formerly Cycle Crime Unit)
- Commercial Crime Department, which consists of the Fraud Investigation Unit and the Financial Investigation Unit.

The re-alignment was welcomed with enthusiasm. It is a wise grouping of similar investigative tasks and responsibilities into a functional Division.

During the year 2001, the Crime Support Division was kept extremely busy, especially between May and December. The first murder of the year (murder of George Kelly) occurred at the end of May followed by one other murder in consecutive months. The Division thanks Superintendent Vic Richmond, former head of the Specialist CID Division who retired in 2001, for his sterling years of outstanding service in the Bermuda Police Service, and in particular, for his contribution in the field of investigative work. The Division wishes him well in his future endeavours.

SERIOUS CRIME UNIT (SCU)

Chief Inspector Earl Kirby

The Head of the Serious Crime Unit, Detective Chief Inspector Earl Kirby, was promoted to his present rank in July 2001, having joined the Unit in May. The Unit is comprised of a permanent staff of one Detective Chief Inspector, one Detective Sergeant and three Detective Constables. However, the staff is regularly supplemented by officers from other Divisions when there is a need for additional human resources for an investigation.

The Serious Crime Unit deals with all crimes and incidents that are declared as 'serious' or 'a series', in accordance with the Crime Management Strategy, which was implemented in February 2001.

During the year 2001, the Unit dealt with three murders, one attempted murder, one manslaughter, two suspicious deaths (one involved the disinterring of a body), two aggravated robberies, one grievous bodily harm (shaken baby syndrome), three serious sexual assaults, one sexual assault and one double suicide, along with other less serious matters.

One of the murders involved the discovery of the decomposed body of a visitor to Bermuda, in the Lagoon Park in Sandys Parish. Investigations were complex and tedious, however they were successful. The contribution of the local forensic pathologist, Dr. Obafunwa, to the investigation was immensely beneficial and he must be commended for his guidance, diligence, tenacity and professionalism.

Almost all of the investigations conducted by the Serious Crime Unit have been successful. Some cases concluded with successful prosecutions in Court, while others are still pending before the Court.

Accolades go out to all members of the Serious Crime Unit for their relentless efforts, hard work, and resulting success. The Division acknowledges the sterling contribution to the Unit in 2001 of Inspector Antoine Daniels and Sergeant Calvin Smith, who were both promoted to their present ranks and have since then moved to other Divisions.

CRIME MANAGER

Chief Inspector Andrew Boyce

The post of Crime Manager was established during the re-alignment of the organisational structure in August 2001, as a result of recommendations contained in the Crime Management Strategy. Detective Chief Inspector Andrew Boyce, who was promoted to his present rank in July, presently occupies the post. His responsibilities include:

- Management of all serious crimes, including incidents of national or international interest
- The day-to-day management of crime management and reviewing real-time crime data
- Developing crime control strategies, standard operating procedures and action plans
- Resourcing all 'serious' and 'series' crimes

It has been a busy tenure so far, with various serious and series crimes that required the Crime Manager's involvement and input. His collaboration with the Operational Policing CID in the analysis and investigation of a series of breaking and enterings has paid significant dividends, including the arrest of prolific offenders, and the resulting reduction of occurrences of breaking and entering.

The Crime Manager has developed close working relationships with various units in the Service, including the Vehicle Crime Unit, Serious Crime Unit, Intelligence Division and the Criminal Investigations Department (CID).

JUVENILE & DOMESTIC CRIME UNIT (JDCU)

Inspector Tracy Adams

This Unit is headed by Inspector Tracy Adams, and comprises one Inspector, one Sergeant and five Constables. The Unit is primarily responsible for investigating crimes/incidents involving children, in particular, sexual and physical assaults against juveniles. The unit also investigates all reports of missing persons and annoying telephone calls.

The year 2001 was extremely busy for the JDCU. The implementation of mandatory reporting of physical and sexual abuse of children, as provided for under the Children Act, 1998, has resulted in a steady influx of cases reported to the Police. Throughout 2001, there were 25 reported cases of sexual assaults and nine reported cases of sexual exploitation against children. In addition to that, there were 76 cases of missing persons and a total of 90 other cases ranging from annoying telephone calls to child neglect.



A few notable results of cases dealt with by JDCU include:

- A man sentenced to 10 years imprisonment for sexual assault on a 10-year-old boy
- A man sentenced to four years imprisonment for sexual exploitation of a minor

Many other successful investigations are pending before the courts.

The staff at the JDCU must be applauded for their efforts and success throughout 2001. Dealing with crimes against children can be extremely emotionally disturbing. However, the JDCU continuously demonstrated the fortitude, resilience, focus, and most of all professionalism for which they should be commended.



Thanks also go out to the various local agencies, such as Child and Family Services, the Coalition for the Protection of Children and the Committee of the Sexual Assault Response Team, with whom the JDCU continue to maintain close relationships.

COMMERCIAL CRIME DEPARTMENT (CCD)

Inspector Alan Cleave

The Commercial Crime Department is made up of the Fraud Investigation Unit (FIU) and the Financial Investigation Unit (FIU).

FRAUD INVESTIGATION UNIT

Detective Inspector Robin Sherwood

This Unit comprises one Detective Inspector, one Detective Sergeant and three Detective Constables, and is responsible for investigating major frauds.

For most of the year 2001, former Detective Inspector David Cart headed the Fraud Investigation Unit until his retirement in September. He must be thanked for his sterling contribution to the Service, and his achievements in the Fraud Unit. He commanded the respect of all, locally and internationally, for his repertoire of knowledge and expertise in investigating frauds.

Detective Inspector Alan Cleave then oversaw the Unit. However, he was subsequently promoted to Chief Inspector and transferred at the end of the year. Detective Inspector Robin Sherwood now heads up the Unit.

During the year, the Fraud Investigation Unit dealt with a dramatic increase in the number of reported fraud cases, involving a total of \$19.8 million, which was stolen/misappropriated. In comparison, for the year 2000 the amount totaled \$4.8 million. Most of the cases have been successfully investigated and prosecuted, while some are still pending before the Courts.

The Unit also continues to foster good relationships with local financial institutions and international agencies, such as the White Collar Crime Investigation Team and the Federal Bureau of Investigation (FBI) in the United States. The White Collar Crime Investigation Team is a combination of

FBI and UK officers who assist Overseas Territories with law enforcement enquiries in the United States.

The Fraud Investigation Unit is commended for its officers' hard work, diligence and success throughout 2001.

FINANCIAL INVESTIGATION UNIT (FIU)

Detective Inspector Gary Wilson

This Unit comprises one Detective Inspector, one Detective Sergeant and three Detective Constables, one of whom is Detective Constable Robin Dyer, who is seconded from FIU of the Avon & Somerset Constabulary. Detective Constable Dyer provides on the job training and consultation to members of the Unit and has proven to be a very valuable asset to the FIU. The Unit is responsible for the investigation of money laundering matters.

In 2001, the Unit occupied the newly renovated section of the MacBeath Building, where the gym was located, giving the Unit an adjacent office to the Fraud Unit, which provides for more comfort to the staff than was previously provided.

For most of the year 2001, the Unit was headed by then Detective Inspector Alan Cleave, who is highly respected for his knowledge and investigative skills in money laundering matters. As stated above, he was eventually transferred to the Fraud Unit, promoted to Chief Inspector and transferred to another Division at the end of 2001. Detective Inspector Gary Wilson is now in charge of the FIU, having been promoted to his present rank in September 2001. Throughout the year 2001, the FIU dealt with numerous disclosures and suspicious activity reports that were reported by financial institutions, pursuant to the Proceeds of Crime Legislation. The total amount of money involved in those reports was \$1.15 trillion. Some of the disclosures were of high quality, requiring extensive enquiries, with several resulting in four major money-laundering investigations, which are still on-going. Several arrests and cash seizures were made.

The Unit also investigates Proceeds of Crime matters, relating to drug trafficking and was successful in one confiscation order application for an amount of

\$61,582. Six other cases of confiscation order applications for 2001 are still pending before the Courts.

The FIU continues to develop and maintain close relationships with local financial institutions and agencies, and international agencies, such as the Caribbean Anti-Money Laundering Programme (CALP), the White Collar Crime Investigation Team, the Egmont Group (a coalition of international Fraud Investigation Units) and the DEA. The Unit also works along with local partners to increase public awareness on money laundering matters, in accordance with principles of the Policing Strategy for the Community.

The FIU are commended for their hard work, diligence, and success throughout 2001.

VEHICLE CRIME UNIT (VCU)

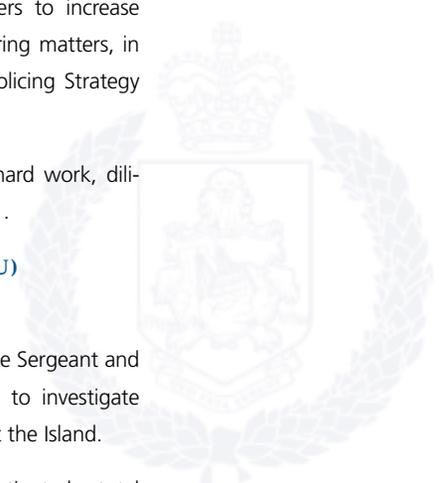
Sergeant Terrence Maxwell

The Vehicle Crime Unit comprises one Sergeant and nine Constables, with responsibility to investigate reports of stolen vehicles throughout the Island.

During the year 2001, the Unit investigated a total of 1,158 reports of stolen/removed vehicles. The total value of stolen vehicles was approximately \$3 million. A total of 347 vehicles that were stolen were motorcycles and about one-third were auxiliary cycles. Most vehicles were removed/stolen from Pembroke Parish, especially in the City of Hamilton area.

The CCTV in the City of Hamilton has proven to be a significant asset in the fight against cycle thefts. Consequently, there have been some successful arrests and prosecutions of cycle thieves, because of the operation of CCTV. The Unit has also made several arrests, which resulted in successful prosecutions as a result of their initiatives and tenacity.

The VCU continues to develop and maintain close relationships with local partners, in particular, the insurance companies, and in collaboration with those agencies, the Unit is always looking for new ways to combat vehicle crime.



The commitment, hard work and professionalism that has been demonstrated by all personnel of the Crime Support Division throughout the year 2001, has been recognised by senior management and must be applauded by the Service. Likewise, the Crime Support Division wishes to express our gratitude and appreciation to all those officers and Divisional Commanders from other Divisions, who assisted the Crime Support Division in various investigations in 2001. In particular, the Unit is grateful for the constant and significant assistance from the Police Support Unit, and to the public for their continued support and assistance in the fight against crime.



INTELLIGENCE DIVISION

Superintendent Roseanda Jones, CPM.

It was recognised under the new leadership of Commissioner of Police that there were several Units and Departments identified within the Bermuda Police Service as being directly involved in intelligence. As a result, in August 2001 those Units and Departments were combined to create the new Intelligence Division under the leadership of newly promoted Superintendent Roseanda Jones. This Division now embraces the Drug & Crime Intelligence Unit (formerly the National Intelligence Bureau), the Intelligence Analyst and the Statistician, the Passenger Analysis Unit, the Crime & Drug Prevention Unit, Special Branch Unit and the Government Security Office, Intelligence Support Unit and Crime Stoppers.

To ensure the success of this new Division, Detective Superintendent Jones was tasked with, and conducted formal visits at the Intelligence Division of the Drug Enforcement Administration (DEA), Washington, the Philadelphia Police Department,

U.S.A. and the Kent County Constabulary, England. This was to establish best practice and methods in implementing an Intelligence Division within the Bermuda Police Service. In the fall of 2001, the Bermuda Police Service approved and implemented the Bermuda Police Service Intelligence Model designed specifically for the Bermudian circumstances, crimes and incidents. This model was in keeping with the Crime Management Strategy and the Policing in the Community Strategy. The aim of the Intelligence Model is to:

- Break the reactive demand by identifying our core business
- Become efficient in intelligence-led policing through the analysis of information
- Resource the intelligence functions to produce standard intelligence products for dissemination
- Move the Bermuda Police Service away from the 'omnipresent officer' to one that is strategically visible.

Throughout these changes, the Intelligence Division remained committed to enhancing the implementation of the Intelligence Model and the practical realities of intelligence-led policing. In November, the Intelligence Division saw the successful launching of its first edition of the bi-monthly *Intelligence Brief*, which emanates from intelligence provided by our dedicated members of the Service and processed by the Drug and Crime Intelligence Units. The final production of this 10-page publication, including graphics and editing, was undertaken single-handedly by Detective Constable Ian Deallie. The *Intelligence Brief* highlights targeted criminals and areas, specific lookouts, and crime trends. This, together with the introduction of the *Weekly Intelligence Brief* have proven to be useful tools to Operational Supervisors for directing patrols and investigations of officers 'on the ground'. The *Weekly Intelligence Brief* is a single sheet of information provided for dissemination at each operational briefing to enhance the intelligence-led policing concept. These are initiatives produced by the members of the Drug & Crime Intelligence Units to make the Crime Management and the Policing in the Community Strategies meaningful for our operational officers.

Other successes within the Division have been realised through the assistance provided to the Narcotics Division, all Criminal Investigations Divisions, Immigration Department, H.M. Customs and the Drug Enforcement Administration. One success story of particular note was by the Intelligence Support Unit. Detective Sergeant Hatten Phillips was instrumental in accurately identifying a foreign national with false documentation who had been found murdered in Bermuda. This was of tremendous assistance to the murder investigations being conducted by the Serious Crime Unit.

Training continues to be a major priority for the Division, with plans for formal training for most of the officers within the Intelligence Division in 2002. Despite the lack of training in specific disciplines associated with crime and intelligence analysis, by year-end the productivity of the Division soared. Personnel within the Division processed in excess of 4,770 documents. This nearly quadrupled over last year when there were 1,259 documents processed, even though halfway through the year the Drug & Crime Intelligence Unit was operating minus one officer. These documents included intelligence submissions, information, and requests for assistance (internal, local and overseas). The increase in volume was due to the efforts of promoting intelligence submissions throughout the Service by the then Detective Inspector Andrew Boyce, followed up by Detective Inspector Beverly Pitt in keeping with the new Bermuda Police Service Intelligence Model. Although the challenges continue to rise, contributed by additional workloads, less personnel and unsuitable working conditions, the officers of the Drug & Crime Intelligence Unit remain committed and dedicated to the practical realities and success of intelligence-led policing.

Our partnership with the H.M. Customs and the Department of Immigration continued to flourish through the attachments of Police with Customs at the Passenger Analysis Unit and Customs and Immigration Officers at the Drug & Crime Intelligence Unit. These attachments bode well for the successes within all three Government Departments. We conducted enquiries for various overseas agencies, which were reciprocated to ensure productive partnerships and success.

We continue to maintain membership within the International Association of Law Enforcement Intelligence Analysts (IALEIA). During this year, two persons from the Division attended the IALEIA Annual Conference in Mexico. They applied this learning experience to their respective jobs. They fostered new partnerships, which will enhance the concept of intelligence-led policing. To continue fostering effective working relationships, Immigration Officer Donna Hollis, who is assigned to the Drug & Crime Intelligence Unit received training in various aspects of the law at our Training Department.

Detective Inspector Beverly Pitt was a new addition to the Intelligence Division as the Intelligence Manager, who after one day in the Division, had her flexibility skills strongly challenged, when she was required to pull together several units to assist in the aftermath of September 11th, at the Bermuda International Airport. The Intelligence Division sends special congratulatory remarks and best wishes to newly promoted Superintendent Randolph Liverpool and Chief Inspector Andrew Boyce, who continue to be integral parts of the successes in the Division, despite their transfers to the newly formed Crime Support Division.

GSU/SPECIAL BRANCH

Inspector Paul Wright, MSc., CBII

Special Branch and the Government Security Office (GSO) amalgamated in August 2001 to form a single department within the Intelligence Division. An Inspector, a Sergeant, a Secretary/Registrar and four Constables staff the Department. The Department remains an integral part of the Service, accountable to the Commissioner of Police through the Officer in Charge, the Intelligence Division and the Assistant Commissioner of Police.

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 VIP's. From a Government Security perspective, the Department coordinates protective

security policy throughout Government and helps to ensure the security of a variety of important installations on the Island.

This was a busy and challenging year for Special Branch, particularly as it related to the terrorist attacks against the United States in New York and Washington DC. Special Branch officers responded magnificently to the increased workload in support of the overseas investigation as well as managing a variety of local enquiries and other demands. Also, in the immediate aftermath of the attacks, the Department played a significant role in support of the ongoing Emergency Measures Organisation (EMO) response to managing the risks to Bermuda and developing appropriate contingency responses.



What makes the excellent response of these officers all the more noteworthy is that in addition to coping with these demands, they were simultaneously adjusting to the amalgamation with the GSO and the learning curve associated with that amalgamation.

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. This will facilitate better links to the drug and crime desks within the Intelligence Division in line with the framework of the new Intelligence Model as part of the Crime Management Strategy. From the perspective of Government Security, the Department has set goals that include reviewing of all Key Point contingency plans, working to implement a seaport security pass system, updating Government Security Instructions and organising training for the network of Departmental Security Officers throughout Government.

CRIME & DRUG PREVENTION UNIT

Sergeant Chris Wilcox

Formerly the Crime Prevention Unit, this section was re-designated in the realignment of the Service in August 2001, as the Crime & Drug Prevention Unit, to reflect the broader scope of its role. The Unit is comprised of four officers and has responsibility for crime prevention matters, and the monitoring and maintenance of intruder alarm statistics.

The year 2001 was one of the most productive years for the Crime & Drug Prevention Unit, and this is reflected in the Unit's list of accomplishments for the year (see below). Undoubtedly, this was due to the hard work and efforts of the officers themselves, and the fact that there were no changes in personnel throughout the year. It should be pointed out, however, that due to the constraints of the Service, the Drug Prevention Officer spent the first eight months of the year on secondment to other sections, and only returned to the Unit at the start of September.

During the past year (2001) the Unit achieved the following:

- Conducted 82 security surveys of homes, businesses and hotels throughout Bermuda
- Carried out security surveys, which included a detailed and lengthy review of the Bermuda Maritime Museum, as well as surveys of the private residences of all Government Ministers
- Gave 35 talks during the year to interested groups and organisations (excluding specific crime prevention campaigns, which are referred to elsewhere in this report)
- Participated in the prestigious annual Hotel Merit Awards (for the third time) in association with the Departments of Tourism and Health and the Fire Service (this involved carrying out 10 hotel security reviews). Crime Prevention Award plaques were subsequently presented to the top hotel properties at a gala reception
- Played a major role in the organisation and promotion of 'Police Week 2001', including hosting a week-long exhibition outside the City Hall, Hamilton and liaising with local stores and the media to publicise the event

- Mounted an anti-counterfeit currency campaign and a Christmas anti-shoplifting campaign, which involved visiting local retailers and talking to staff on how to identify genuine and counterfeit currency and how to reduce shoplifting
- Gave numerous press interviews, appeared on television and on radio, and wrote 26 articles for the local press, six of which were written specifically in connection with 'Police Week 2001'.

In the aftermath of the September 11th terrorist attacks in the United States, officers conducted several security surveys on behalf of the U.S. Consulate General, visited various Government installations and advised on security, and wrote a series of 17 articles for the local press on security-related issues.

NEIGHBOURHOOD WATCH

Two new groups were established during 2001. Successes of these groups include:

- Mr. Ricardo Butler received a letter of 'Good Work Done' in respect of an all encompassing article on home security, which he wrote on behalf of a local publisher and which became the standard source of reference on this subject for the Unit
- Mrs. Melinda Benevides received a note of 'Good Work Done' in respect of her very detailed and acclaimed security review of the former Royal Naval Dockyard, Sandys, which she carried out between October and December 2000.

DRUG PREVENTION OFFICER

Constable Rodney Trott

The principal functions of the Drug Prevention Officer are to develop and implement drug and abuse prevention programmes, liaise with local and overseas substance abuse agencies and to lecture on the subject of drug and substance abuse throughout the school system and to interested groups.

Constable Rodney Trott served as the Drug Prevention Officer throughout 2001. However, due to the constraints of the Service, he spent much of the year on secondment to other sections within the Organisation. Between January and June 2001, Constable Trott was attached to the REACH Unit and between July and August, he was seconded to the Narcotics Section. It was not until September that he resumed his duties with the Crime Prevention Unit.

During the course of the year, Constable Trott gave a total of 57 drug prevention talks, primarily to students in the government school system, but also to some students in private schools. He also carried out a number of crime prevention surveys on behalf of the Unit.

ALARMS OFFICER

Mrs. Melinda Benevides

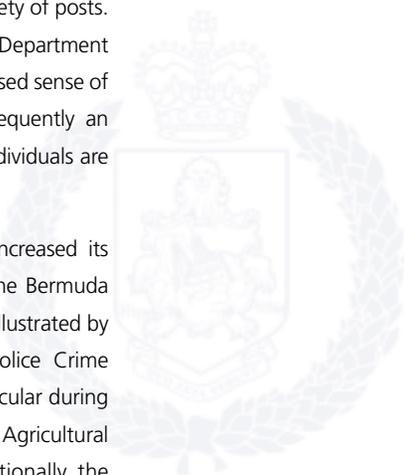
Throughout the year Mrs. Melinda Benevides served in the dual role of Alarms Officer and Crime Prevention Officer. Her responsibilities included maintaining records of all monitored intruder alarms, maintaining a working relationship with the police-approved alarm companies and carrying out the duties of a crime prevention officer.

BERMUDA RESERVE POLICE

Commandant Eugene Vickers, CPM

The Commissioner of Police, in his first full year in charge of the Bermuda Police Service showed that he truly sees the Bermuda Reserve Police and the Bermuda Police Service as one body. As a result of his leadership, the training of the Reserves improved dramatically. He has also opened doors of opportunity for Reserve officers to serve in a variety of posts. These include CID, CCTV, Intelligence Department and Crime Patrol. There is now an increased sense of worth in the Reserve Police and consequently an increase in the number of hours that individuals are prepared to work.

The Bermuda Reserve Police proudly increased its support of, and expanded its role in, the Bermuda Police Service in 2001. This can best be illustrated by the support shown by the Reserve Police Crime Patrol to the Police Support Unit in particular during weekends. The Reserves also control the Agricultural Show on the last day, which is traditionally the busiest day. They can be seen in control of Front Street and its environs every week in summer at Harbour Nights. They have also policed the road races and end-to-end walks. The Reserves have also developed a very good partnership with the Bermuda Regiment, the Bermuda Fire Service and Community Education.



The embodiment of the Reserves occurred only once during 2001. That was from September 9th until September 12th. Duties included security at the airport, general patrol, guarding high profile premises and property checks.

There is a renewed thrust towards recruitment in light of the enhanced support that the Reserves are now recognised as being able to provide to career police officers. Throughout 2001, Reserve officers performed a total of 25,916 hours of duty. Applicants for the Reserves are accepted from the age of 19 to 50.

At the end of the year, the strength of the Bermuda Reserve Police was 138 after some re-organisation. Members who were inactive tendered their resignations, two Reserves left to join the Bermuda Police Service as career officers, and 10 new officers enlisted and commenced the required training.

The next step for the Bermuda Reserve Police will be the provision of 12 officers to be trained and developed in the role of Community Beat Officers.

The Commandant and his senior management team remained part of the senior strategic and policy shaping processes that shape the direction of the Bermuda Police Service.

The Reserves are also represented on the Operational Commanders Group monthly meetings, the Strategic Command Group meetings and occasionally on the Emergency Measures Organisation. The Reserve Superintendent also attends meetings with the Superintendent in Charge of Operational Policing Division.

Training

Continuous training remains the priority of the Bermuda Reserve Police, which in addition to the successful completion of the regular Basic Training Course now requires mandatory training in Officer Safety, Quick Cuff, Expandable Baton (ASP), Driving and CPR certification. Other training courses offered, but not required, are Senior Officers Training, CCTV Upgrade, Driving, Self-defense, Computer and Domestic Violence. In addition, specialised courses in Marine Police, Supervisory Management and Human Resource Management are now either available, or

intended to be offered within the next year. Training was also provided in relation to the Policing Strategy/Community Beat Officer roles.

Training Tour

Members of the Reserves travelled to visit other Reserve Units in 2001. In July, a tour was planned to Toronto, Canada with the Metropolitan Specials, continuing on to Detroit, Michigan with the Michigan Reserves. The Commandant also attended a memorial service in New York for the victims of September 11th.

Promotions

Promotions were given to the following individuals:

Chief Inspector

Sandra Talbot
Mark Floyd

Inspector

Hashim Shawki

Sergeant

Arnim Donawa
Dexter Flood
Alan Roberts
St. Clair Walcott
Michael Watkins

The Reserves undertook a similar initiative as the regular Service in rotating Reserve officers who show leadership potential in acting positions of higher rank. The positions are assumed for a maximum of six months to observe how those officers perform. An assessment is made of their management skills and capabilities before a final decision is made concerning promotion.

The Executive of the Bermuda Reserve Police extend its appreciation to Commissioner Jean-Jacques Lemay for his continued support of the Bermuda Reserves during his tenure, and wish him every success in his new endeavours. He will be long remembered as a man of many skills and one who was supportive of this Organisation. At the same time the Reserves look forward to continued support and co-operation from Commissioner Jonathan Smith.

DEPARTMENTAL STATISTICS

FINANCE & ADMINISTRATION

Annual Budget

	1999/00	2000/01	2001/02
Salaries	27,492,000	28,262,000	29,287,000
Wages	582,000	644,000	730,000
Other personnel costs	2,797,000	3,702,000	3,137,000
Total Employee expenses	30,871,000	32,608,000	33,154,000
Other operating expenses	4,834,000	4,942,000	6,318,000
Total Operating Budget	35,705,000	37,550,000	39,472,000
Capital acquisitions	2,789,000	1,274,000	2,101,000
Capital development	2,530,000	1,530,000	4,850,000
Total Annual Budget	41,024,000	40,354,000	46,423,000

ADMINISTRATION STATISTICS FOR 1999 – 2001

The strength of the Bermuda Police Service on December 31, 2001

	1999	2000	2001
Commissioner of Police	1	1 (1)*	1
Deputy Commissioner of Police	0	1	1
Assistant Commissioner of Police	0	0	1
Superintendents	4	2	5
Chief Inspectors	11	10	8
Inspectors	21	20	23
Sergeants	74	67	69
Constables	297	316	312
Civilians	86	93	98
Totals	408	511	518

* Commissioner Jean Jacques-Lemay/Commissioner Designate Jonathan D. Smith

ALARM INSTALLATIONS FOR 1999 – 2001

Installations:

Alarms monitored by Police (COMOPS)	1999	2000	2001
Bermuda Alarm Company	76	76	76
Bermuda Central Station	24	24	24
Bermuda Telephone Company	52	52	52
Security & Communications (Baldwin)	59	59	59
Totals	211	211	211

Alarms monitored by Central Stations*

Anderlin Industries Ltd	–	85	109
Bermuda Alarm Company (Safeguard Security) Incorporating Int. Security Investigations/Sentry Alarms	859	1,035	1,100
Bermuda Central Station (Island Wide Security)	1,210	1,437	1,357
Bermuda Telephone Company	25	25	25
Digital Electronics	40	17	57
Guardwell Security Services	14	7	10
Intelli Home Electric (A.E.C.)	7	6	8
Pro-Tech Security Security Services	66	92	77
2 Tech	–	–	17
Sub Totals	2,610	2,704	2,704
Grand Totals	2,821	2,915	2,971

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

ROAD TRAFFIC COLLISION STATISTICS FOR 1999 – 2001

Statistics Analysis

	1999	2000	2001
Fatals	10	6	11
Serious injury	182	156	181
Slight injury	1,100	1,049	1,052

Main Causes of Collisions

Bad road surface	168	167	207
Entering main road carelessly	247	205	167
Following too closely	240	228	229
Inattention	766	724	856
Inexperience	381	399	364
Overtaking improperly	208	167	182

Miscellaneous Statistics

Failure to stop	270	200	228
First aid rendered by Police	322	245	243
Children involved	71	63	58
Pedestrians involved	35	45	44
Animals involved	18	19	21
Pedal Cycles	33	37	35

Single Vehicle Collisions

Four wheeled vehicles	174	160	193
Motor cycles/scooters	102	84	117
Auxilliary cycles	61	54	77
Livery cycles	285	311	224
Pedal cycles	7	9	12

Percentage Analysis of Vehicles Involved

	1999	%	2000	%	2001	%
Private cars	2,465	48.6	2,429	50.5	2,567	51.2
Motor cycles/scooters	739	14.6	668	13.9	725	14.5
Auxilliary cycles	512	10.1	479	9.9	553	11.0
Livery cycles	477	9.4	471	9.8	362	7.2
All trucks	587	11.6	516	10.7	542	10.8
Taxis	192	3.8	268	3.5	177	3.5
Public Service Vehicles	67	1.3	43	0.9	48	1.1
Pedal cycles	33	0.6	37	0.8	35	0.7

ROAD TRAFFIC COLLISION STATISTICS FOR 1999 – 2001 (continued)

Ages of Persons Involved

	1999	%	2000	%	2001	%
Up to 15 years of age	71	1.4	63	1.3	58	1.1
16 – 20 years	811	16.0	741	15.3	555	10.9
21 – 30 years	1,131	22.3	1,072	22.1	1,023	20.1
31 – 40 years	1,282	25.3	1,188	24.5	1,209	23.7
41 – 50 years	899	17.7	863	17.8	1,067	21.0
51 – 65 years	652	12.9	690	14.2	824	16.2
66 years and over	224	4.4	237	4.8	356	7.0

Total Number of Vehicles & Animals Involved in Collisions

Vehicles	5,071	4,811	5,009
Animals	18	19	21
Totals	5,089	4,830	5,030

TOTAL STOLEN VEHICLES 1999 – 2001

	1999	2000	2001
Removed Cars	46	45	60
Removed Motor Cycles	650	512	645
Removed Auxiliary Cycles	374	290	332
Removed Livery Cycles	226	86	68
Removed Pedal Cycles	100	55	38
Removed Other Vehicles	26	5	15
Total Removals	1422	993	1158

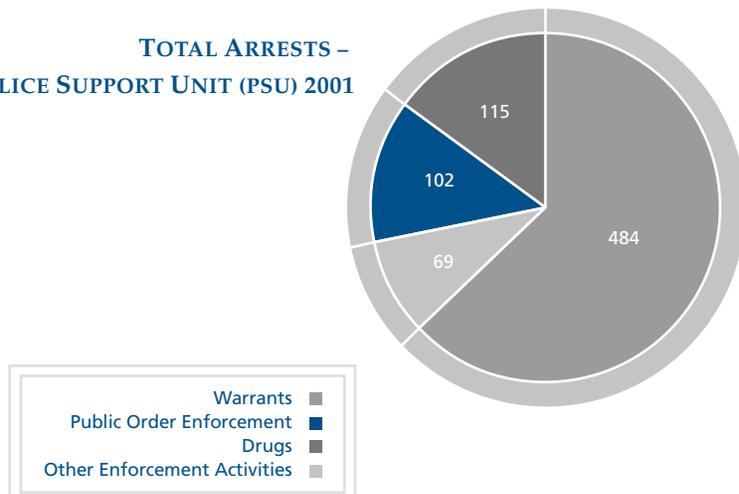
RECORDABLE CRIMES BY CATEGORY FROM 1999 – 2001

	1999			2000			2001		
	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %
Major Offences									
Offences Against the Person									
Murder	2	1	50	0	0	0	3	3	100
Attempted Murder	2	1	50	1	0	0	1	1	100
Manslaughter	0	0	0	1	1	100	1	1	100
Grievous Bodily Harm	43	17	40	41	23	56	63	39	62
Wounding	91	27	30	78	45	58	69	42	61
Assault-Bodily Harm	302	236	78	231	134	58	217	149	69
Robbery	78	14	18	65	23	35	87	29	33
Serious Assault on Police	27	21	78	17	10	59	15	11	73
Unlawful Carnal Knowledge	1	1	100	7	6	86	8	7	87
Sexual Assault	42	26	62	35	19	54	52	28	54
Sexual Exploitation	18	8	44	13	8	61	4	2	50
Other Offences Against the person	37	19	51	25	9	36	12	6	50
Subtotal	643	371	58%	514	278	54%	532	318	60%
Offences Against Property									
Arson	1	1	100	2	1	50	5	0	0
Burglary	216	19	9	161	24	15	136	26	19
Housebreaking	414	53	13	292	55	19	430	98	23
Storebreaking	104	27	26	82	14	17	82	33	40
Officebreaking	41	2	5	34	7	20	38	5	13
All Other Breaking Offences/Attempts	285	51	18	345	39	11	314	62	20
Poss. Of Housebreaking Tools	4	4	100	6	1	17	5	5	100
Receiving	5	4	80	15	10	67	18	16	89
Forgery & Uttering	401	293	73	192	146	76	205	106	52
False Pretences/Credit By Fraud	271	182	67	203	145	71	183	102	56
Larceny Servant	93	73	79	86	48	56	83	24	29
Stealing from the Person	62	11	18	64	33	52	89	32	36
Stealing from Dwelling House	220	68	31	150	40	27	176	49	28
Stealing from Beaches	37	3	8	19	2	10	10	2	20
Stealing from Hotel/Guest House	31	1	3	34	0	0	46	5	11
Stealing Boats	41	13	32	11	2	18	9	0	0
Stealing Marine Equipment	37	5	14	34	16	47	4	1	25
Handbag Snatch	45	2	4	20	4	20	26	4	15
Removed Cycles	1257	163	13	930	310	33	1144	73	6
Removed Motorcar/Other Transport	48	3	6	105	23	22	143	10	7
Trespass in Dwelling House	94	56	59	61	25	41	28	17	61
Shoplifting	256	171	67	182	123	68	102	71	70
Stealing from Unattended vehicle	375	16	4	217	26	12	241	37	15
Other Stealing Offences	520	223	43	552	121	22	609	180	30
Wilful Damage (over \$60)	560	185	33	375	96	67	335	95	28
Other Offences Against Property	57	13	23	8	3	37	3	3	100
Subtotals	5475	1642	30%	4180	1314	31%	4464	1056	24%

	1999			2000			2001		
	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %
Other Offences									
Counterfeit Currency/Coinage Offences	194	38	20	172	103	60	90	3	3
Possession of Offensive/Proh. Weapons	90	32	36	86	68	79	47	31	66
Firearms/Explosive Offences	14	2	14	5	4	80	9	3	33
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	0	0	0	51	42	82	52	38	73
Currency Offences	0	0	0	0	0	0	0	0	0
Subtotal	298	72	24%	314	217	69%	200	75	37%
Grand Total	6416	2085	32%	5008	1809	36%	5196	1449	28%
Reduction in Major Crime between 1999 – 2000: 22% Increase in Major Crime between 2000 – 2001: 4%									
Minor Offences									
Drunk & Incapable	26	26	100	20	20	100	13	12	92
Drinking In a Public Place	12	12	100	25	24	96	35	33	94
Offensive Words / Behaviour	187	114	61	102	80	78	131	95	72
Threatening Words / Behaviour	277	211	76	155	131	84	170	127	75
Indecent Exposure	29	5	17	9	6	67	10	4	40
Assault On Police	25	15	60	36	33	92	31	25	81
Common Assault	244	119	49	178	111	62	184	109	59
Violently Resisting Arrest	26	26	100	48	45	94	42	36	86
Prowling	96	13	14	39	11	28	37	10	27
Trespass Public/Priv. Prem.	72	24	33	49	30	61	34	26	76
Wilful damage (under \$60)	99	20	20	78	24	31	72	20	28
Dogs Act Offences	136	53	39	29	19	66	125	118	94
Powercraft Offences	451	428	95	55	55	100	6	2	33
Annoying Telephone	233	110	47	71	39	55	50	26	52
All Other Offences	190	72	38	124	95	77	111	79	71
Totals	2103	1248	59%	1018	723	71%	1051	722	69%

Reduction in Minor Crime 1999 – 2000: 52%
Reduction in Overall Crime 1999 – 2000: 29%
Margin of error .1%

TOTAL ARRESTS – POLICE SUPPORT UNIT (PSU) 2001



TOTAL AMOUNT OF DRUGS SEIZED 1999 – 2001

Substance	1999	2000	2001
Cannabis	87.67 kilogrammes	73.90 kilogrammes	41.92 kilogrammes
Cannabis Resin	171.20 grammes	644.53 grammes	1.59 kilogrammes
Diamorphine (Heroin)	836.41 grammes	211.80 grammes	1.88 kilogrammes
Cocaine	7.97 kilogrammes	5.017 kilogrammes	16.29 kilogrammes
Cocaine (Freebase)	979.73 grammes	1.878 kilogrammes	4.17 kilogrammes
Cannabis Plants	268	230	604
Methamphetamines	10.39 grammes	–	240 pills

NB Weights for all drugs seized for the period 2001 have not yet been analysed by the Government Analyst.

- 586 kilogrammes of cocaine was found on a yacht in August 2001 – however, it was not destined for Bermuda.
- 65 kilogrammes of cocaine was found at the Bermuda International Airport in three suitcases on a flight diverted to Bermuda in September 2001.

TOTAL AMOUNT OF DRUGS SEIZED 1999 – 2001

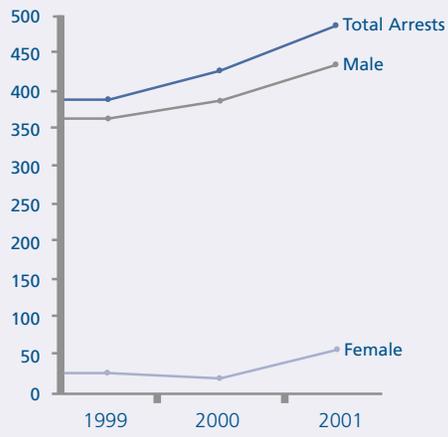
Location	1999	2000	2001
Bermuda International Airport	24	29 + 2 (departure)	48
Airport Mail Facility	13	11	14
General Post Office	1	1	3
Cruise Ships	32	10	8
Courier Companies	21	9	3
Cargo Shed	6	3	1
Street (Arrests made)	260	389	433
Street (No arrests made)	182	314	350
Hamilton Docks	–	–	–
Totals	539	768	860

Major Seizures (Included in Drug Seizures)

With Arrests	28	14	24
Without Arrests	30	27	20

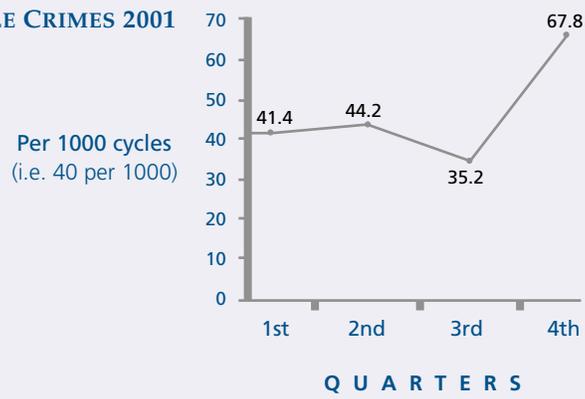
TOTAL NARCOTICS ARRESTS

1999-2001

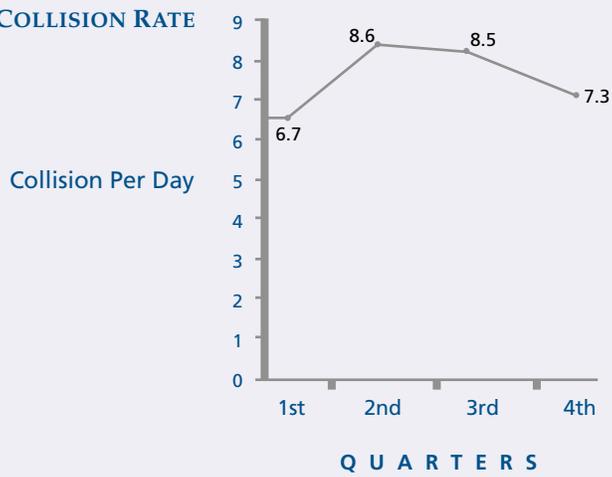


	1999	2000	2001
Female	32	28	54
Male	358	389	442
Total Arrests	390	417	496

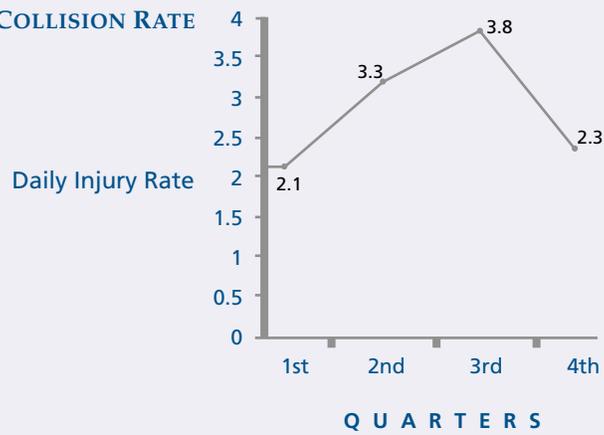
VEHICLE CRIMES 2001



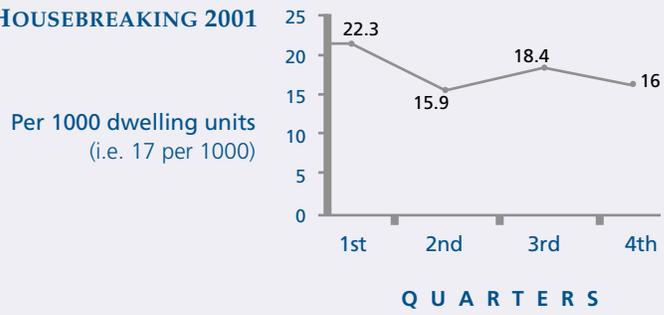
THE DAILY COLLISION RATE



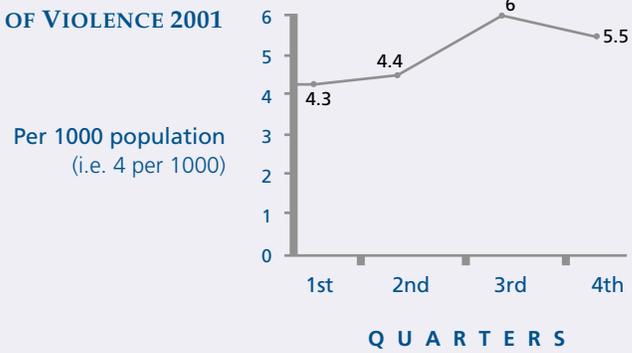
DAILY INJURY COLLISION RATE



HOUSEBREAKING 2001



CRIMES OF VIOLENCE 2001



WE WOULD LIKE TO EXTEND OUR THANKS TO BOTH
RESERVE SERGEANT DEXTER FLOOD WHO CONTRIBUTED
MUCH OF THE PHOTOGRAPHY IN THIS YEAR'S REPORT,
AND TO THE CORNERSTONE NURSERY.

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