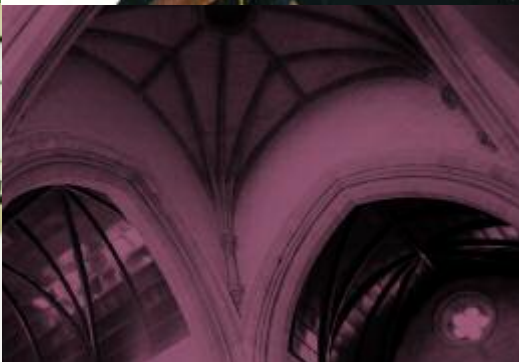




BERMUDA  
**POLICE**  
SERVICE

## 2004 Annual Report



*In 2004, many positive steps were taken so that the Bermuda Police Service can continue to enhance its abilities to provide a shield of protection for the community.*



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

## 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 and the Misuse of Drugs Act 1972, as well as various other Acts relating to Traffic offences and Proceeds of Crime.

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

**Those delegated responsibilities are:**

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

His Excellency the Governor

Sir John Vereker, KCB

Government House

Your Excellency,

It is my honour and pleasure to submit this report on Policing in  
Bermuda for the year ending December 31, 2004.



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

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Since its beginning 100 years ago, the Bermuda Police Service has provided structure, security and protection to all Bermudian citizens. Establishing a strong structure within the Police Service has been the key to protecting Bermuda's people. Through the years, the Police Service has undergone positive changes to strengthen its abilities to offer a structure of protection for the community at large. In 2004, key improvements and successes were made that underpin our dedication to building a strong Bermuda Police Service that continues to protect the public.

# Foreword by the Commissioner of Police

**Jonathan D. Smith, CPM, BSc, DIP CRIM**



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

During the year, among the many priorities for the Service was the continued implementation of the recommendations which arose from the UK-led Inspection (HMIC) during 2003. The Service also continued with the implementation of the Service's Policing Strategy as well as the 2002-2004 Strategic Plan. Such strategic level initiatives are important for any Police organisation and must be led by the Commissioner and the senior team. However, there has to be recognition, and there was,

for the operational imperatives on the ground and the conditions in which our Officers and staff work. That is why we also pressed forward with business cases for improved working conditions, improvements to our physical plant, increased resources and more equipment.

Policing in Bermuda remained a challenging task throughout the year. With over 600 staff (Police Officers, support staff and Reserves) spread over 11 different work sites and an expectation from the public that virtually every call for service be promptly attended to, the demands on the Service continued to grow. As part of our long-term commitment to improving the service we provide, I commissioned a detailed study of our operational calls for service. The study, expertly carried out by KPMG, provided extremely useful data on when and where peak calls for service occurred and the nature of those calls. The data gathering and analysis was part of a broader strategy to better align our resources and assist with the implementation of a new shift system. These initiatives remain a work in progress.

As shown in the more detailed data contained throughout this Annual Report, the Service continued to provide a very wide range of services and support. The complexity of policing continues to grow in part by the increasing demands for our expertise, the roll out of new legislation and an ever-increasing requirement for compli-

ance, generally in the environment, in which we work. This complexity will continue to test and stretch the Service in future years and it is up to all of us – in command positions or otherwise – to re-tool, re-equip and generally sharpen our saws to meet the test.

Clearly there were successes over the course of the year. I was determined to ensure that our visibility was increased during the year and challenged senior staff to ensure that policing operations were more visible and more frequent and that our Police Support Unit made serious efforts to raise their profile in the areas where it was traditionally difficult to police. The staff didn't disappoint as the figures for the Police Support Unit's proactive operations increased during the year. Hard work continued to be the mantra as we made inroads into many high profile drug, violent crime, financial and public order investigations.

With the support of Government and the Governor, I was able to authorise the deployment of Officers to work in Anguilla – to assist in murder investigations; in the British Virgin Islands – to conduct a review into the Police response towards the shooting of the island's Commissioner of Police; and in the Cayman Islands – to assist with general and specialised Police patrols following the devastation of Hurricane Ivan. Each of the 13 Officers who were deployed overseas brought back increased skills and knowledge and was enriched by the experience. All of these deployments were a very positive reflection of the stature we hold in the region.

We continued to enjoy high levels of public support, although there were growing signs that the support can wane depending on our performance. Understandably, the public has high expectations and demand an ethical and corruption-free Police Service. That has motivated our decision to pursue accreditation through the Commission for Accreditation of Law Enforcement Agencies (CALEA) – an initiative that continued through the year.

Once again, I am indebted to the hard-working men and women of the Bermuda Police Service. It has been an honour to serve the people of Bermuda in the capacity of Commissioner and all of us look forward to a better resourced, better equipped and more focused Service in the year ahead.

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



# Remit of the Commissioner of Police

**Jonathan D. Smith, CPM, BSc, DIP CRIM**

## PUBLIC & MEDIA RELATIONS DEPARTMENT

In today's world there are few things that remain as they were a century ago. Like the Bermuda Police Service, change is an inevitable part of any expanding organisation's existence. And how we adapt to change will determine our success or failure.

One of the key ingredients to the successful management of change is communication.

The Public & Media Relations Department (PMR) serves the community by liaising between the media, the public and the Bermuda Police Service. All media enquiries are first submitted through the Public & Media Relations Department and then, based on the nature of the incident, the PMR Department will decide what information can be disseminated to the media and therefore the public. In addition, during 2004 we continued to develop positive relationships between the various media outlets in order to facilitate a smooth flow of information. The office fielded approximately 3,650 calls during the year from local and international media organisations.

The PMR Department also created opportunities to display different facets of the Bermuda Police Service through the media, which depicted and described various methods of policing and crime prevention. This included media coverage highlighting seized weapons caches, the use of CCTV, the role of Community Beat Officers, advice on preventing cycle theft and information on how to spot counterfeit currency, to name just a few. And the Public & Media Relations Department continued to attract new members to the Bermuda Police Service through several recruitment campaigns, which were featured prominently in the local print and electronic media.

It is anticipated that the Bermuda Police Service website will be launched next year. The Service's Strategic Plan outlined the objective to create the website, which is being designed by a local internet technology company, to allow the public and the media increased accessibility to information approved for public dissemination as well as general information about the Service.

## RESEARCH, DEVELOPMENT & INNOVATION UNIT

The Research, Development & Innovation Unit (RDIU) works under the direction of the Commissioner and consists of an Inspector and a Constable; however, the Constable attached to the Unit was also utilised by the Service Inspectorate to complete the Commission on Accreditation for Law Enforcement Agencies (CALEA) process during the year.

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 there was a transition in the Unit, with the previous Inspector being promoted to Chief Inspector. The RDIU conducted research on a number of subjects including an analysis of calls for service with data collected off the Police AS400 system; updating actions were completed in reference to the Commission of Inquiry into Serious Crimes Recommendations and the Unit assisted the Commissioner with research into a number of his initiatives.

The RDIU also assisted in writing policies and updating the Service Standing Instructions (SSIs) in preparation for the CALEA accreditation.

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

## EMERGENCY MEASURES ORGANISATION

The Emergency Measures Organisation (EMO) is the primary incident response co-ordinating authority in Bermuda for mitigating the effects of natural or man-made disasters. The EMO consists of Government and non-Government organisations and is chaired by the Minister responsible for Labour, Home Affairs & Public Safety. The Director of Operations for the EMO is the Commissioner of Police. The EMO met during the year to discuss various issues, including upgrading the Government's Emergency Broadcast System located in the Combined Operations (COMOPS) building, Prospect.

# Remit of the Deputy Commissioner of Police

**George L. Jackson, CPM, DIP CRIM**

## CORPORATE SERVICES DIVISION

### INTERNATIONAL LAW ENFORCEMENT PARTNERSHIPS

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

**Egmont Group**

**Financial Action Task Force**

**Caribbean Financial Action Task Force**

**Caribbean Anti-Money Laundering Programme**

**Financial Crimes Enforcement Network**

**UK National Criminal Intelligence Service**

**Interpol**

**Royal Canadian Mounted Police**

**US Secret Service**

**Metropolitan Police (UK)**

**Jamaica Constabulary**

**US Department of Homeland Security**

**Canadian Customs Service**

**US Coast Guard**

**El Paso Intelligence Centre (USA)**

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

### EXECUTIVE MEETINGS

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

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

### STRATEGIC EXECUTIVE GROUP

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

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

- To determine the overall strategy of the Service through the establishment of key objectives and priorities
- To prepare strategic plans as necessary
- To determine the organisational structure that can best deliver the strategy
- To implement and oversee key portfolio responsibilities within the Service
- To communicate strategy and other key decisions to the Service and the community

*The impressive Cathedral of the Most Holy Trinity was constructed to replace the original church, which arsonists ruined in 1884. To safeguard the structure and make it as resilient*







*as possible, the Cathedral was made of Bermuda limestone and cedar and other durable materials imported from France, Nova Scotia, and Scotland.*

- To determine the staff and budget levels within the Service subject to directions, policies and guidelines from the Ministry of Finance

During the year, the SEG concentrated its decision-making on finalising the Service's Zero Based Budget submissions and new business cases for the fiscal year.

#### HUMAN RESOURCES DEPARTMENT

The Human Resources Department provides support to the entire Bermuda Police Service in the areas of Recruitment and Selection; Training; Career Development; Performance Management; Health and Safety; and Welfare Services. The Department is an integral part of the Corporate Services Division and the overall

responsibility is that of the Human Resources Manager who reports directly to the Deputy Commissioner of Police. The Department presently comprises a Human Resources Manager, Welfare Officer, Temporary Human Resources Officer, one Administrative Assistant, five Secretaries and 15 Police personnel; one Chief Inspector, two Inspectors, five Sergeants, and seven Constables.

In 2004, the Service continued to develop its Human Resources Department to improve its efficiency in meeting the organisation's goals. The Department used its resources to ensure best practices in the development of new strategies, policies, processes and procedures in response to increased demands on its service delivery.

Government has approved the Service's requests for increases in its establishment over the last three





*The Human Resources Department continues to establish itself as a key function in the Police Service, building on its strengths regardless of challenges faced over time.*

years; however, the inability of the local community to provide qualified applicants to fill these posts has caused additional challenges in the area of recruitment and selection. The need for new personnel in this Department, such as a Health and Safety Officer and a Human Resources Officer, was again highlighted to the Ministry during the year. Approval was granted to upgrade the position of the Welfare Officer and to employ a Temporary Human Resources Officer in the interim.

The support functions usually provided by the Government Human Resources Department in the recruitment of Support Staff have been decentralised. The Service now has to assume these responsibilities, which has caused an additional workload increase to the Department. This action also resulted in correlated duties being devolved to Divisional Commanders that requires them to be specifically trained as members of recruitment boards to assist with the selection of support (civilian) staff for their division according to Government requirements.

With the Service's concentration on CALEA accreditation, numerous policies have been written or revised and implemented that will result in changes in some procedures used in this Department.

Partnerships have been maintained and some new ones formed with local schools. Formal interviews have been conducted where students were the candidates in assimilated exercises to aid them with acquiring necessary skill sets. Work shadowing for day release students has also continued in different Units over the year. The interviews are a part of a programme geared to aid young Bermudians with real life experiences in the job market.

There were also new partnerships formed with recruitment agencies in Canada through the Government Department of Human Resources to aid with advertising for extremely specialised postings.

The Human Resources Department continues to oversee the Training Centre, which includes: the Recruiting Office, Driver Training Unit and Cadet Unit (the Outward Bound Unit was transferred from under the remit of the Training Centre this year to that of the Community Beat Office). The Welfare Office, Career Development Office, and the Human Resources Office take care of the administrative processes related to compensation and benefits. They also assist with several committees, including the Financial Assistance for Private

Study Committee, the Sickness Committee, the Health and Safety Committee, and the Child Care Committee.

### The Police Establishment

In order to service the community more effectively and efficiently, efforts have been made for the past three years to acquire more personnel for the Service as previously mentioned. These efforts have resulted in a marked increase in the establishment for each new budgeted period over three years. Below is a comparison of the establishment as of 1st April, for the last three years.

### Total Establishment:

Year 2002	Year 2003	Year 2004
427	439	451

### Service Attrition:

Prior to the year 2003, the average rate of attrition has been steady at 7.34%, the equivalent of 32 Officers annually. However, over the past two years this rate has escalated by another 2.5% consistently.

	Year 2003	Year 2004
Dismissals	1	1
Medical Discharge	1	1
Non Confirmation	2	1
Resignations	23	27
Retirements	13	12
Deaths	3	0
Expiration of Contract (non-renewal)	0	2
<b>TOTAL</b>	<b>43</b>	<b>44</b>

The mean (average) of the past two years is 43.5. This indicates that there has been a 2.5% increase for the past two years and the Service is experiencing a new attrition rate of 9.9%. This translates to a loss of 43 or 44 Officers each year.

### Promotions:

During the course of the year, 18 Officers were promoted as follows:

- Two Officers from Inspectors to Chief Inspectors
- Three Officers from Sergeants to Inspectors
- 13 Officers from Constables to Sergeants

## Recruitment

### Local Recruitment:

The increase in the annual attrition rate along with the increase in the establishment called for more aggressive recruitment measures this year. However, with competition in the global labour market – other areas such as Canada and Australia competing for trained UK Officers; the decrease in the value of the US currency to which the Island's dollar equates and a converse increase in the Euro and the Pound; coupled with the Island's inability to provide adequate numbers of qualified Bermudian recruits have made it quite challenging for the maintenance of the Service's established strength of 451 Officers. The local recruitment initiative resulted in the hiring of 21 Officers from two Recruitment Foundation Courses:

- 11 Officers graduated from Recruitment Foundation Course #64 on 13th May, 2004.
- Ten Officers graduated from Recruitment Foundation Course #65 on 3rd December, 2004.

### Overseas Recruitment:

In an effort to augment the shortage of local qualified applicants, the Service sent two recruitment teams to conduct interviews; in the month of October in the Caribbean and in the month of December in the UK. Of the 665 applications received from the six Caribbean Islands and the UK, 71 interview sessions were arranged.

41 candidates were successful and it is anticipated that they will join the Service within the next year. Simultaneously, the recruitment initiative of bringing in Officers from a similar overseas recruitment process of the previous year continued. Officers arrived in April, June, October and December, bringing the total of foreign Officers joining the Service this year to 30 Officers. Although they had experience of five years or more in their home service, these Officers are required to attend training (Localisation Courses) at the Training Centre for proper integration into the Service. This year, two such training courses were held; Localisation Course #63 and Localisation Course #64. One Officer will complete his training in Localisation Course #65 in 2005.

### Newly Appointed Officers in 2004

A total of 51 Officers joined the Service in 2004; 21 local Officers new to policing duties and 30 contracted Officers with five or more years of experience.

### Demographics of Service

The ratio of Bermudian personnel to non-Bermudian personnel in the Service is approximately 66% to 33% respectively, after both local and overseas recruitment intakes were added. The category Bermudian includes both Bermudian born and status Bermudian personnel. The non-Bermudian category includes spouses of Bermudians and contract Officers.

### Support Staff (Civilian) Establishment

The number of Support Staff increased by two established posts last year. Both the Forensic Accountant Post and Forensic Administrative Assistant Post were additions to the Financial Investigation Unit. These posts were approved by Cabinet in March of 2003, but were funded in April of 2004. With these additions the civilian establishment is now 103. The demographics of these posts are as follows:

	Year 2003	Year 2004
Civilian Establishment	101	103
BPSU Represented	89	89
BIU Represented	12	14
<b>Other Posts:</b>		
Temporary Post (one year)	0	2
Self-employed Tailor	1	1
Chaplin (part time)	1	1
Cook Police Recreation Club (PRC)	1	1
Handyman PRC	1	1

### Vacant Support Staff (Civilian) positions filled in 2004:

(Total 13 posts)

- Manager – Vehicle Fleet
- Manager – Finance and Administration
- Manager – St. George's Police Recreation Club (PRC)
- Financial Analyst
- Outward Bound Instructor
- Team Secretary – Human Resources
- Secretary – Hamilton Criminal Investigation Unit
- Secretary – Juvenile and Domestic Crime Unit
- Senior Traffic Warden
- Station Duty Officer – St. George's Police Station
- Traffic Wardens (two)
- Tape Librarian

### Summer Employment

#### Temporary Police Officers

The Bermuda Police Service engaged in the hiring of temporary Police Officers during the summer months. Four former Police Officers studying abroad returned during the months of May through August, to assist in non-operational areas where Police presence was necessary. These Officers provided valuable assistance for station duties resulting in permanent Officers being released to fulfill other operational responsibilities.

#### Government Programmes for Students

This year the Service accommodated seven summer students in the Government programme assigned through the Labour and Employment office. They worked in various areas with supervisors in the Service who provided mentoring and assistance to aid them in their development.

### Performance Management

#### Police Officers

Performance management is important for career development and progression within the Service. The performance appraisal reporting system has aided with the confirmation and promotion processes for many Officers within the Service this year. All Officers were encouraged to engage in their own career development by initiating the process of completing a self-assessment on the anniversary date of their employment each year. Officers were also responsible for forwarding a copy of the self-assessment to the required personnel.

#### Support (Civilian) Staff

In 2003, the Cabinet Office introduced mandatory performance appraisals for all civil servants appointed by the Public Service Commission. This year, there was 95.51% employee participation and return of the Annual Appraisals and Forward Job Plans to the Government Human Resources Department. We are anticipating 100% return next year.

#### Strategy and Policy Development

In an effort to meet the standard required for the accreditation process, new policies have been implemented and numerous policies have been updated, which will have a direct impact on our processes. Several policies are still at a draft stage. The following policies assigned to this department are works in progress to date:

- Promotion Policy
- Performance Policy
- Training Policy (support staff)
- Recruitment Policy

#### Long Service Awards

In April of this year, 73 Officers qualified for long service awards in different categories. These awards are given to Officers at specified years of service periods. A monetary gift is associated in accordance with tenured years. The total payout of \$120,000.00 was awarded to Officers in the following categories:

- **30 years** – 6 Officers
- **24 years** – 22 Officers
- **18 years** – 14 Officers
- **12 years** – 9 Officers
- **6 years** – 22 Officers

#### Financial Assistance for Private Study

This committee, chaired by the Human Resources Manager, convened twice this year and allocated \$28,852.00 to Officers for a variety of courses at the Bermuda College and other institutions of higher education abroad. All

- **MSc in Police Leadership** (UK & Canada)  
*Leicester University/Royal Roads University*  
(two Officers)
- **MSc in Risk Crisis** (UK)  
*Leicester University* (two Officers)
- **MSc in Environmental Health** (UK)  
*Portsmouth University* (one Officer)
- **Masters Degree in Management and Masters Degree in Human Resources Management** (USA)  
*Phoenix University* (one Officer)

#### Government Bursary Award

A student of the University of Toronto in Canada was given a Government Bursary award on the recommendation of the Bermuda Police Service. Ms. Matthews is scheduled to finish her Bachelors in June 2005, and is especially interested in both the areas of Crime Intelligence Analyst and Forensic Analyst.

## HEALTH AND SAFETY

The Central Health and Safety Committee consists of representatives from all divisions of the Service and

*The Bermuda Police Service draws from optimum resources both locally and abroad to act as the pillar of protection for the country it serves. The BPS continues to maintain important partnerships with agencies in the Caribbean, United Kingdom and United States and to recruit only the most qualified personnel locally and overseas.*



study occurred in the Officer's personal time and sponsorship ranged from 50% to 80% funding for course fees. 13 Officers were assisted in the following areas of study:

- **Associates Degree in Business Administration** (Bda)  
*Bermuda College* (two Officers)
- **Associates Degree in Arts** (Bda)  
*Bermuda College* (one Officer)
- **Bachelors Degree in Business Administration** (Bda)  
*Bermuda College* (one Officer)
- **Bachelors Degree in Criminal Justice** (USA)  
*Phoenix University* (two Officers)
- **Legal Issues in Policing** (Canada)  
*Dalhousie University* (one Officer)



meets monthly to ensure compliance to the Health and Safety Act for the workplace. The meetings are chaired by the Human Resources Manager, where representatives report on conditions in their Units that may affect the Health and Safety of employees. The challenges posed by the age of the buildings continue to be of great concern to the committee. Representatives of each area are working hard to ensure that the buildings, though aged, are kept in the best possible conditions for its workers. Even with stringent budget restraints, funds are allocated to attend to crucial matters brought to the attention of this Committee. The Administration Inspector has been instrumental in the resolution of many of these



estate matters this year. Much needed attention was placed on the Barracks both at the Headquarters location and those in St. George's. Conditions of the station at St. George's and the building housing the Prosecution Unit were flagged as especially problematic this year. Towards the latter part of the year, Works and Engineering allowed the Service to have some dedicated workmen on site for the purpose of attending to the needs of buildings housing Police personnel. There has been noted improvement in a very short timeframe.

The Bermuda Water Consultants Ltd. was employed to conduct testing for the air and water in some of our buildings this year. The results of these tests have been communicated to the personnel in the areas affected and remedial actions have been taken to address these concerns or are still ongoing in the case of St. George's Police Station and the Prosecutions Unit.

#### WELFARE AND SUPPORT

Rev. Lloyd Duncan continues to work closely with the Human Resources Manager to attend to the needs of the members of the Service. His services extend to our members in times of sickness at home, or in the Island's hospital or abroad in many instances. He is a member of the Sickness Committee and the Child Care Committee.

In the absence of a Service Welfare Officer over the past year, Rev. Duncan has assisted the Service members who have had various challenging circumstances to contend with during this period. The Chaplin has continued to make a positive impact on Officers by his visits to Police Stations to assist them in both family and work-related circumstances. He has provided needed advice, counsel and guidance in some instances for both the Officers and their family members. He has been especially supportive to employees experiencing death in their families. He has also attended official functions, giving the invocations at the passing out parades of the newly recruited Officers from the Training Centre.

The Human Resources Manager, with support from the Chaplin and Inspector Tracy Adams, Critical Incident Stress Management (CISM) Team Coordinator as well as the BPS CISM Team, aided with some of the crucial welfare needs of employees. The Employee Assistance Programme (EAP) was also a primary provider of welfare and counselling services for members. Support was

given to members of the Service who were sick locally and those who had to seek medical assistance abroad. There were many who experienced diverse welfare circumstances that accepted the assistance provided.

The Welfare Officer's post is presently vacant as of the latter part of last year. There were difficulties in attracting qualified candidates at the previous pay scale. The Service has engaged in the process of upgrading the post and are pleased that this process is completed. Once advertised, the post will now attract a higher calibre of applicant necessary to perform these required functions. The recruitment and selection for this post is presently underway.

The Human Resources Department continues to establish itself as a key function in the Police Service, building on its strengths regardless of challenges faced over time.

#### CAREER DEVELOPMENT UNIT

The Career Development Unit of the Corporate Services Division is now in its sixth year and is run 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 Performance Appraisal system, the update and review of a Career Management Manual along with managing the Promotion Interview Process.

##### Purpose

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



designed to match, where possible, the individual's skills, abilities and interests with the needs of the Service.

#### **Vacancies**

The CDO identifies current and projected vacancies and a plan to fill these vacancies in a timely manner. This involves liaising with managers when vacancies are identified to discuss their needs and facilitate the placement of suitable personnel. During the year, 71 Officers were interviewed in order to fill vacancies that existed in various departments.



ducted during the year 2004.

#### **Exit Interviews**

As personnel retire or resign from the Service, they have an opportunity to visit the CDO for an Exit Interview. This interview shows the Service's appreciation of the Officer's work, and gives him or her the opportunity to air any final concerns they may have had. This also provides valuable advice and suggestions for the Service which aids in its continuous growth and development. The interview culminates with words of appreciation, which are reinforced in a separate interview with the Commissioner.

#### **Promotion Interview Process**

The CDO is responsible for adopting, managing and facilitating the interview process within the Promotion

#### **Equal Opportunities**

The CDO, along with various department or unit heads, has conducted many interviews for transfers in the past year as a result of advertising for interested and suitable Officers to fill vacant positions. This is designed to create the practice of openness, transparency, fairness and consistency in transfers and the filling of vacancies. 14 career assessment interviews were con-

ducted during the year 2004. Policy. All successful Officers will be notified of passing the requisite parts of the promotion examination and will be assisted in preparing their Personal Appraisal Review and Career Summaries required for completing 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. One Promotion Board Interview process was facilitated this year. 15 Constables appeared before the Constable to Sergeant Promotion Board.

#### **RECRUITING AND TRAINING UNIT**

The Recruiting and Training Unit (RTU) is part of the Corporate Services Division and is located within Police Headquarters in Devonshire. The Unit is responsible for delivering an extensive range of operational, management and investigative training to members of the Service. The Unit is headed by a Chief Inspector who has overall responsibility and reports to the Human Resources Manager. The Unit also has an Inspector, five Sergeants and seven Constables as well as one civilian support staff. The Unit consists of the following sub Units:

- Training Unit which provides training in core policing knowledge and skills to new recruits
- Driver Training Unit which provides driver training in the operation of all Police vehicles
- Cadet Unit which provides educational and developmental opportunities to Bermudians aged 16 to 21 years and also provides a pathway into the Service
- Recruiting Office which coordinates the local recruitment of Police Officers and cadets as well as the overseas recruitment of Police Officers
- Tape Recording and Investigative Training Unit which provides training in tape recording suspect interviews

The RTU is responsible for facilitating all of the training requirements of the Service. This includes facilitating courses at the Training Centre run by local as well as overseas trainers. The Service has been grateful for the relationship with the Kent Police, UK, who facilitated a number of training courses during 2004. This relationship allows the Bermuda Police Service to utilise the vast training experiences of the Kent Police to deliver in-house training to its Officers. During 2004, we were also able to invite Police Officers from the five United Kingdom

Caribbean Overseas Territories (UKCOT) to attend the Senior Investigating Officers course. We also extended an invitation to an Officer from Montserrat to attend a Firearms Incident Management Course. These invitations allowed us to provide training opportunities to these Police services and allowed BPS Officers to network and develop relationships with these other services.

Training for the Service continues to be diversified, as Officers received training in 2004 from an array of sources and institutions locally, and throughout the United Kingdom, United States, Canada, and the Caribbean. Overseas training is of paramount importance to the Service as the nature of Police operations has become highly specialised, and the requisite training is not always available locally.

The RTU maintained its responsibilities in several areas of local training which included the Reserve Police; Driver Training Unit; Fitness testing for members of (and recruits for) the Service; and the facilitation of the Recruit Selection Boards.

The importance of having our trainers fully trained and qualified is always at the forefront. During 2004, training opportunities were extended to two Officers, Sergeant Jeff Baron and Constable Carl Gibbons, to upgrade their Officer safety training in the United Kingdom. This involved attending a course at the Central Police Training and Development Authority (Centrex) and an attachment at the Kent Police Service's Staff Safety Training Unit. Chief Inspector Mike Jackman also spent an attachment at the Metropolitan Police Service's Training Centre, the Kent Police Service's Investigative Training Unit and at Centrex's Bramshill facility. These attachments allowed him to get a better understanding of training delivery methodology and best practices as well as to develop relationships with these bodies to create future training opportunities.

#### Overseas Courses

The Recruiting and Training Officer is responsible for coordinating training to overseas institutions. Every year, courses are selected based on the specialised needs of the Service and any legislative or regulatory requirements. Courses are also selected based on recognised service delivery areas such as criminal investigation and community policing. Priority is also given to satisfying the requirements of the Commission on Accreditation for Law Enforcement Agencies (CALEA). Officers are also selected to attend overseas courses based on succes-

sion planning and career development needs. Consultation takes place between the senior management and the Recruiting and Training Officer to arrive at a final list. Police staff were sent overseas on courses and conferences in the following countries, provided by the following agencies during 2004:

#### Amsterdam

- IBM Executive Advisory Council Meeting

#### Bahamas

- Terrorism Training Seminar

#### Barbados

- I – 24/7 Workshop for Heads of National Crime Bureau
- I – 24/7 Training Course for National Crime Bureau
- Advanced Financial Investigator's Course
- Basic Special Branch Training Course

#### Belize

- Caribbean Heads of Special Branch Conference

#### British Virgin Islands

- Law Enforcement Conference

#### Canada

- Airport Security Operations Course Montreal
- International Association of Bomb Technicians & Investigators In-Service Training Conference (IABTI)

#### Canadian Police College

- Senior Police Administration Course
- Major Case Management
- Major Crime Investigative Techniques Course

#### Ontario Police College

- Fraud Investigation Course

#### Channel Islands

- Egmont Group Plenary Conference Guernsey

#### Jamaica – Jamaica Constabulary

- Advanced Narcotics Course – Redtrac
- Intelligence Gathering & Analysis Course Twickenham Park

#### Panama

- Regional Heads of Financial Investigation Units Conference Panama City

#### St. Lucia

- Drug Commanders Course

#### Trinidad & Tobago

- 19th Caribbean Financial Action Task Force Plenary Meeting & 2nd Regional Heads of Financial Investigation Units Conference

### United States of America

- H & K Submachine Gun Course Florida
- Special Problems in Traffic Crash Reconstruction Jacksonville, Florida
- i2 Notebook 6 Upgrade Course & National i2 Conference Washington, DC
- Commission on Accreditation for Law Enforcement Agencies Conference Buffalo, New York
- 10th Annual Symposium on Youth Gangs & Delinquency Atlanta, Georgia
- International Police Association Conference Manhattan, New York
- Advanced Fraud Investigators Course Miami, Florida
- Sexual Crisis Investigation Course Miami-Dade, Florida
- Digital Photography for Law Enforcement Miami, Florida
- United Kingdom Caribbean Overseas Territories Conference Miami, Florida
- Association of Certified Fraud Examiners' Annual Fraud Conference Las Vegas, Nevada
- Community Policing – Reducing Domestic Violence Course New Jersey
- Canine Handlers Course Vohne Liche Kennels, Indianapolis
- Advanced Criminal Intelligence Analysis Course St. Petersburg, Florida
- Inspection & Investigation of Commercial Vehicle Crashes Course Miami, Florida
- Crime Stoppers International Spring Board Meeting/Training Session Cincinnati, Ohio
- Heckler & Koch Operator/Instructors Course Chantilly, Virginia – Fort Worth, Texas
- Forensic Digital Imaging Phase One, Institute for Forensic Imaging Indianapolis, Indiana
- Pen-Link Analysis Training Course Lincoln, Nebraska
- International Association for Identification 89th International Educational Conference St. Louis, Missouri
- Crime Analyst Training Course Mahwah, New Jersey
- Crime Scene Managers Course New Jersey
- Basic Intelligence Analyst Course

Drug Enforcement Agency, Spring Lake, New Jersey

- US Maritime Security Conference New York
- Advanced Homicide Investigations Tech Miami-Dade, Florida
- International Association of Women Police Annual Conference Boston, Massachusetts
- Underwater Explosive Recovery Course Edmond, Oklahoma
- Narcotics Investigators Course Newark, New Jersey
- Crime Analyst Application Course St. Petersburg, Florida
- National Center for Missing & Exploited Children Training Conference Alexandria, Virginia
- Traffic Crash Reconstruction Course University of North Florida
- Strategic Communications Management Fall Training Summit New Orleans, Louisiana
- Drug Court Visit Philadelphia
- Forensic Photography, National Transportation Safety Board Virginia
- International Association of Chiefs of Police Annual Conference Santa Monica, California
- Street Crimes Training Programme New Jersey State Police
- Visit to New Jersey State Police Gang Unit New Jersey
- Sexual Crime Investigations Course Miami, Florida

### United Kingdom

- National Intelligence Analysis Foundation Course West Yorkshire Police
- Confiscation Course (Module II) Centre of Excellence, Assets Recovery Agency
- Fleet Managers Conference and 2004 Exhibition RAF Halton Ne. Aylesbury Berks
- International Strategic Leadership Programme Bramshill, Hook, Hampshire
- Crime Reduction Standard Course Harrogate, Yorkshire
- Crime Scene Managers Course Durham
- Building & Engaging Safer Communities Conference Birmingham
- Sweet & Maxwell Justice Act Conference London
- Initial Crime Scene Investigation Durham
- Coroners Association Training Conference Guildford





- **Financial Investigations Course**  
Asset Recovery Agency, London
- **Joint Child Protection Investigation Training**  
Kent Police College
- **Technical Surveillance & Counter Measures Course/Visit to Sussex Police Service**  
Corby/Gatwick Airport.
- **Personal Safety Training Course**  
Centrex, Harrogate
- **Familiarisation Visit to Staff Safety Training Unit**  
Kent Police College
- **International Sports Security Summit** London
- **PSU Commanders Course** Gravesend, Kent Police
- **Advanced Driver Car Course**  
Hampshire Constabulary

#### *Metropolitan Police Training Centre*

- **Visit to Metropolitan Police Public Order Training Unit**
- **Attachment to Metropolitan Police Service's Training Unit**

#### TRAINING CENTRE

##### **Training Staff**

In 2004, there were some staffing changes; these changes occurred largely because of promotions and retirements. In April, newly promoted Chief Inspector Michael Jackman assumed the role as Recruiting and Training Officer, the head of department. In July, newly promoted Inspector Darrin Simons replaced retiring Inspector Mike Chlebek who retired after completing 25 years with the Service;

*Bermuda's oldest surviving stone structure, the Old State House was the first permanent configuration of its kind. As such, the original building was vulnerable to the surrounding weather conditions. With issues such*





*as leaking roofs, the Old State House underwent several renovations to make it a more secure structure and housed the Governor's Council, the Law Courts and the House of Parliament until circa 1815.*

eight of them within the Recruiting and Training Unit. In July, Sergeant Charlene Thompson transferred to the role of Recruiting Officer, taking over from Sergeant Paul Singh who retired after completing 24 years with the Service. In October, newly promoted Sergeant Jeff Baron replaced Sergeant Charlene Thompson as the second Sergeant in the Training Centre. In October, Constable Julia Rutland took on the role of trainer in the Tape Recording and Investigative Training Unit. She replaced Constable Andy Morgan who was promoted and transferred to the Administration Department. Other members of Training Centre staff include Constable Peter Clarke, Constable Eulene Nurse, Constable David Abraham, Sergeant Philip Lewis, and Lita Smith who provides administrative support.

#### **Courses**

The following courses were held at the Training Centre in 2004:

- **Recruit Foundation Course #64**  
12 Officers completed the course. Constable Jennifer Spurling was the recipient of the Baton of Honour.
- **Recruit Foundation Course #65**  
Ten Officers completed the course. Constable Sean Wheatley was the recipient of the Baton of Honour.
- **Continuation Course #46b**  
Eight Officers completed the course.
- **Continuation Course #47**  
14 Officers completed the course.
- **Localisation Course #63**  
14 Officers completed the course.
- **Localisation Course #64**  
13 Officers completed the course.
- **Reserve Basic Course #1/04**  
12 Officers completed the course.
- **Surveillance Course**  
Five Officers completed the course.
- **Harassment Training Seminar**  
14 Officers completed the course.
- **Investigator's Course**  
19 Officers completed the course. (Facilitated by the Kent Police Service)
- **Radar/Laser Course**  
Six Officers completed the course.
- **Diversity Course**  
15 Officers completed the course.

- **Senior Investigating Officers Course**

20 Officers completed the course, including five Officers from the UKCOT. (Facilitated by the Kent Police Service)

- **Surveillance Course**

Five Officers completed the course.

- **Financial Investigators Course**

16 Officers completed the course. (Facilitated by the Caribbean Anti-Money Laundering Programme)

- **Firearms Incident Management Courses (three)**

26 Officers completed the courses including an Officer from Montserrat. (Facilitated by the West Mercia Constabulary)

- **Structured Interview Board Training Courses**

(three) 27 Officers completed the courses. (Facilitated by the Royal Canadian Mounted Police)

- **Instruction in Conduct of Identification Parades**

22 Officers participated.

- **Cognitive Interview Training Courses (two)**

26 Officers completed the courses. (Facilitated by the Kent Police)

#### **DRIVER TRAINING UNIT**

The Driver Training Unit (DTU) is headed by a Sergeant and two Constables who are assigned to the Unit, which is responsible for providing driver training to members of the Service. Courses are taught at the Advanced, Response and Basic level as well as a Standard Motor Cycle Course for Officers who qualify to ride motorcycles above 250cc. The Unit comprises Sergeant Dorian Astwood who replaced Sergeant Darren Glasford, who transferred to another Unit at the beginning of August. Constable Michael T. Thomas and Constable Fiona Miller are the other Officers who work in the Unit. Constable Shannon Lawrence and Constable Carl Gibbons also filled in as trainers during the year.

During 2004, Constable Victor Fishington successfully completed an Advanced Driving Course at the Hampshire Constabulary in the United Kingdom and will be able to provide instruction on driving courses up to the Advanced level. The Unit has three Opel Astra motorcars which are equipped with driver and passenger side airbags, an antilock braking system (ABS), seat belt tensioners and traction control. These vehicles allow Police drivers to be trained using vehicles that are equipped to perform to a high standard.

In an effort to increase the pass rate of students attending Standard and Advanced Car Courses it was proposed that Officers who wished to become Standard or Advanced drivers, be required to pass the theory exams (Traffic Code and Roadcraft) prior to attending a driving course. Several of these classes were held followed by an exam sitting. The attendance rate was lower than expect-



ed, however, it is anticipated that with the implementation of this new strategy there will be a higher pass rate for Standard and Advanced Car Courses for the year 2005.

The DTU maintained a relationship with the training staff of the Bermuda Fire Service, the Bermuda Land Development Corporation (BLDC), the Transport Control Department, and the Public Transportation Board. The following courses were held throughout the year:

- Eight Standard Car Courses were held with 57 students attending; 39 students were successful and were trained to drive up to 50 km/h without emergency equipment. They also received training in driving heavy trucks
- 15 Response Courses were held with 35 students attending. 33 students were successful and are qualified to drive up to speeds of 80 kph with or without emergency equipment
- Two Advanced Car Courses were held with eight students attending. Five students achieved a passing grade. Advanced drivers are qualified to drive safely and smoothly at speeds in excess of 100 kph
- One Motorcycle Course was held with two students attending. Both students passed and are qualified to ride all Police motorcycles to the same conditions as an advanced driver. This course is only offered to advanced drivers as the concepts and techniques are the same.
- One Standard Refresher Course was held for one

Officer. The Officer achieved a passing grade. The course was of one-week duration.

A number of personnel were authorised to ride Police scooters. The DTU also authorised a number of visiting overseas instructors as well as provided authorisation assessments for all of the overseas recruits, giving them the opportunity to obtain their personal



driver's licence for cars and/or motorcycles. The Unit also conducted a number of assessment drives. These are spot checks on drivers to ensure that they have maintained the required standard. Drivers who have fallen below the required standard can have their licences revoked until they have attended the relevant driving course. Two Officers that were assessed had recommendations made for them to lose their Police driver's licence. They have since been re-assessed and their licences reinstated.

Overall, there was a 91.5% pass rate for the year; this was an increase over 2003, which was 75%. The DTU is committed to increasing the amount of trained drivers in the Service.

## RECRUITING OFFICE

The Recruiting Office is manned by a Sergeant and reports to the Chief Inspector. Overall responsibility for recruiting is held by the Human Resources Manager. Sergeant Charlene Thompson currently fulfills this role with the departure of Sergeant Paul Singh who retired in July, 2004.

The most significant changes made to the Recruiting Office in the past year are that all processing and liaising with the overseas Police applicants are now being handled through this office. Previously, the Research, Development & Innovation Unit handled this responsibility. This is significant because all of the information is

*The BPS recognises the importance of enhancing and improving their skills to better serve the community. Through the years, proper career development and training has allowed the BPS to deliver the highest and most up-to-date levels of security to the public.*

now being disseminated from one place. The Office is now responsible for advertising overseas, processing the applications and short listing, setting up interviews and preparing overseas packages for the recruiting team.

In 2004, two teams travelled overseas for recruitment; in October, they travelled to the Caribbean and in December to the UK. The Deputy Commissioner of Police, George Jackson, and the Human Resources Manager Joan Rogers, attended both trips. Inspector James Howard and Inspector Clarke Minors attended the Caribbean and UK respectively.

#### **Local Recruiting**

63 applicants were received and processed prior to the start of Recruit Foundation Course (RFC) #64 in January, 2004. This total included 35 males and 28 females of which 55 were Bermudian and eight were non-Bermudian. 14 applicants met the qualifying standards and started the course with 12 graduating in May, 2004.

59 applicants were received and processed for RFC #65 in August, 2004. This total included 30 males and 29 females, of which 52 were Bermudian and seven non-Bermudian. 11 Officers started the course and ten graduated in December, 2004. Three of the 23 Officers who graduated in 2004 were graduates of the Police Cadet Unit's Programme.

#### **Overseas Recruiting**

In 2004, the Service advertised in the following seven Caribbean Islands; Barbados, Jamaica, Trinidad, St. Lucia, Dominica, St. Vincent and Antigua. Advertising was also done in the UK. This yielded 665 applicants of which 78 were from the UK and 587 were from the Caribbean. 43 Officers were interviewed from the Caribbean and of those 28 were successful. 28 Officers from the UK were interviewed and of those 13 were successful.

#### **CADET UNIT**

The Cadet Unit's Programme was re-started in February, 2000 after a hiatus lasting a few years, and has been under constant and necessary review since then. This programme currently operates under a manual of guidance which amends a previous policy passed in June, 2002, and came into effect on 1st August, 2004. The Unit is headed by Sergeant Pythagoras Santiago, assisted by Constable Carl Gibbons who replaced Sergeant Minton Gilbert and Constable Shanell Astwood who

*Training for the Service continues to be diversified as Officers received training in 2004 from an array of sources and institutions locally, and throughout the United Kingdom, United States, Canada, and the Caribbean.*

were transferred to different departments during July, 2004.

The purpose of the Cadet Unit is to provide eligible persons (Bermudians or spouses of Bermudians between the ages of 16 and 21 years) the opportunity to develop an interest toward a career in policing. It further provides the opportunity for a college level education (up to Associate Degree) in any discipline the Bermuda College offers. The Cadet Unit serves as a recruiting source for the Service. Cadets are required to complete three years of service as a Police Officer once they have completed the programme. If a Cadet is in breach of their contract, certain penalties are assessed. This was implemented to encourage Cadets to make a significant commitment as opposed to an ephemeral effort with no consequences for a breach of contract.

#### **Complement:**

The programme is currently funded to accommodate a maximum of 14 Cadets. During 2004, this number fluctuated due to Cadets resigning, graduating from the Bermuda College, or leaving for other reasons. As of 31st December, 2004, there were 13 Cadets; five males and eight females. Each Cadet must be a full-time student at the Bermuda College in pursuit of an Associate Degree in any discipline the college offers. One Cadet is enrolled in the Culinary Arts Programme.

In August, nine new Cadets were accepted into the programme and underwent an induction course that lasted two weeks. This course familiarised them with the Police environment, acquainted them with the necessary documents they need to maintain as Cadets, and allowed them to participate in team building exercises, particularly the Outward Bound programme at Paget Island.

Two former Cadets graduated from the programme in May and joined RFC 65. Melesia Iris and Sean Wheatley fulfilled their Cadet obligations and successfully completed the Recruit Foundation Course in December, 2004. Constable Wheatley received the Baton of Honour as the top student Officer on the course.

Between 2000 and 2004, 35 persons have been accepted into the Police Cadet Programme. Below is a succinct representation of our Cadet programme's current statistics:

<b>Cadets Serving (present)</b>	<b>13</b>
<b>Resigned as Cadets</b>	<b>9</b>
<b>Dismissed as Cadets</b>	<b>6</b>
<b>Deceased as Cadets</b>	<b>0</b>
<b>Cadets who completed the programme but resigned before RFC</b>	<b>2</b>
<b>Cadets now serving as Constables</b>	<b>5</b>

#### **Academic Report:**

During the Fall Semester, 14 Cadets undertook academic disciplines at the Bermuda College. The minimum academic standard for Cadets, as per policy, is a 2.0 Grade Point Average (GPA). Four Cadets failed to meet these standards and, as a result, will have their current progress more closely monitored. The remaining Cadets are in good academic standing, some performing exceptionally well. At least three Cadets are on course to attain their Associate Degree at the Bermuda College by the end of the Spring 2005 Semester. Some Cadets are already showing dramatic improvements from their Fall results.

#### **Community Service / Awareness**

Cadets are required to perform at least four hours of community service per month in their own time and at a location of their choice (so long as it meets basic criteria for community service). Many Cadets far exceed the minimum monthly requirement and have made community service a part of their individual lifestyles, which makes attaining a 'four-hour minimum' a far easier task. In addition to their individual efforts in this area, Cadets have also participated as a group in events, which include:

- Annual Teen Haven Tag Day
- Sumo Night – in aid of the families of the victims of Hurricane Fabian
- Windreach Recreational Village
- Orchid Society Tag Day
- International Race Weekend
- Spice Valley School Career Day
- Bermuda TB Cancer & Health Association 5k Walk

#### **Parents / Sureties Meetings**

Meetings with parents and sureties take place on a regular basis, with more emphasis being placed on individual meetings. The practice is an open door policy and parents/sureties have unrestricted access to staff; issues pertaining to any Cadets can be discussed and action



plans put in place. In the case of the four Cadets who had their GPA fall below 2.0, meetings were held covering various aspects involved in their individual improvement. As a result, some of these Cadets exhibited steady progress with regard to their academics and personal comportment. Even if Cadets are performing well, parents/sureties are actively encouraged to meet with staff.

#### Discipline

No major concerns have presented themselves in this area. Individual incidents where Cadets have had to be addressed regarding their personal comportment, have been noted, but are certainly not to an alarming degree. Lateness and the keeping of their personal uniforms/pocket notebooks etc. has had to be addressed recently, but since then, the group have improved in this area as well. The staff make it a point to remind the Cadets of their commitments to the Cadet programme and that in order to enjoy the benefits of the programme, they must accept the responsibilities of it as well.

#### FINANCE

The Finance Department is one of the key support departments within the Service that has daily contact with many of the staff, suppliers of goods and services and other Government Departments. It is responsible for constructing the annual operating budget for the Service. In 2004, this was \$47.6 million. With the introduction of Zero Based Budgeting those Officers who head up the various divisions and units now play a major role in providing information on what the budget will deliver and, with the Finance Manager, Jean Brooks, construct the budget within the deadlines set by the Ministry of Finance for debate and approval by Parliament. The capital acquisitions budget does vary from year-to-year and totalled some \$2.35 million in 2004.

As a result of the increasing numbers of both Officers and civilians the payroll has become more complex. The payroll administration for both the weekly and monthly payroll is controlled by Ms. Shanda Scott who works closely with the Accountant General's staff to ensure Officers are paid both timely and correctly. Ms. Finote Paynter is responsible for ensuring all the information on overtime is correctly translated into the appropriate instruction to the Accountant General.

With the increase in monies being made available to

the Service, there are an increasing number of payments which are handled by Ms. Andrea Mills and Ms. Clara Saunders. Their day-to-day contact with both local and foreign companies has both established and fostered good working relationships from which the Service is able to benefit. Other responsibilities include accounts receivable. The Finance Manager is responsible for the management of the budget during the year, the provision of financial statements and the year-end accounts. In addition, many ad-hoc reports and both financial and purchasing advice is provided throughout the year.

#### ADMINISTRATION

The Administration Unit falls under the umbrella of the Corporate Services Division and comprises an Inspector, a Sergeant and civilian personnel, Ms. Gloria Joell who is the Service Registrar and Mrs. Dawn Brown who is the Unit Secretary. Ms. Joell and Mrs. Brown also assist with the numerous personal enquiries that are received at our Service Counter.

There are 17 separate types of paid Government licences and permits that are issued, managed and accounted by the Administration Unit; these include all permits and licences for firearms, ammunitions, explosives, blasting, and security guards and businesses. New programming capabilities within the 'New World Systems Software' are being explored to facilitate the management of firearms and related matters. Relevant firearms information can then be made available to personnel by linking it to commonly accessible applications.

Additionally, this Unit accommodates non-paid services, such as the provision of 'Police Record Checks' and 'Clearance Certificates'. In this age of increasing security consciousness, the demand for this service has risen and in the year 2004, a total of 2,164 such checks or certificates were processed and issued.

All service correspondence is received, or otherwise transits via this Unit. Selected correspondence is filed and maintained in the current registry or in the nearby archives.

An initiative was commenced in 2004, whereby the responsibilities of the Administrative Unit are being reconciled to ensure that all are being met, and their associated processes are being reviewed to identify and improve upon deficient areas. This initiative runs in



tandem with the continuing requirement to amend or improve processes as a consequence of external pressures such as legal rulings and legislative change.

As an example of externally-inspired change, we may refer to a recent Privy Council ruling following a firearms related incident in another Dependent Territory. This led to significant changes to the local administration of Firearms Licencing. Local applicants are now subject to much higher levels of scrutiny and accountability before such licenses are issued, consistent with the demands of the ruling.

### **Benevolent Fund**

The Bermuda Police Service is lucky to have at its disposal, a sum of money that has been obtained via charitable donation and which, subject to stringent criteria, can be used to help serving and retired Officers with certain medical expenses. The fund is itself a registered charity and is administered by a selected executive committee which is intended to represent the entire Service.

Claims are usually made to recoup the differential between cost of the medical service, and the coverage provided by the Government Employees Health Insurance. Other claims are considered on their merit by the committee, and routinely, the fund will provide a cash donation to Officers upon the birth of their children.

### **Emergency Fund**

The Emergency Fund is a subsidiary of the Benevolent Fund. Its purpose is to provide financial assistance to Officers who may be experiencing financial hardship or unexpected financial demand. Assistance is provided in the form of a loan which, subject to a signed contract, will be repaid over an agreed period.

In the year under review, the Benevolent and Emergency Funds have serviced 55 claims for payments of medical expenses, and have provided \$14,000.00 in loans to personnel.

The rules that pertain to these funds are currently being reviewed and re-written where necessary to clear up apparent ambiguities. Also, a recommendation to consolidate the accounts that comprise these funds is under consideration. The recommendation is intended to promote prudent investment and efficient management. Hopefully, the fund will thereby become of greater relevance and accessibility to those whom it is intended to serve.

### **Estates**

The Administration Unit has encountered a substantial increase in demand for service in matters pertaining to Estate Management. Gradually, the Administration Unit is taking on greater responsibility for the entire physical plant of the Service. Calls for service continue to increase due in part to the aging and deterioration of the buildings we occupy, and the increased need for barrack accommodation across the Service.

As the need to recruit Officers from overseas has increased, so too has the requirement to provide those Officers with accommodation. At present the Service has a maximum of 94 barrack rooms in four separate facilities. These rooms have been close to full occupancy for most of the year. Such demand has placed an enormous strain on the infrastructure, a fact most evidenced by the substantially increased call for maintenance and repair.

To meet demand, the Police have forged even stronger relationships with our colleagues in the Ministry of Works & Engineering and Housing to best address our common needs. A highly successful initiative has been commenced whereby a private maintenance contractor has been retained by the Ministry to conduct maintenance and repairs for the Police at the direction of the Administration Inspector. This ensures that we have the ability to promptly and effectively respond to the needs of our personnel and tenants.

On larger scale issues, the Ministry and the Police have cooperated to put into effect plans to finalise repairs to buildings that were damaged during Hurricane Fabian in the previous year. These plans include the necessity to relocate the personnel of affected units for the duration of the anticipated repairs. In



addition, our joint efforts have resulted in the securing of premises and funds to develop new barrack accommodation in Southside, St. David's. Police and Ministry colleagues continue to meet monthly with a specific agenda to forward Estate Management issues.

## STORES

The Stores Department is located at Southside. Mr. Michael Bremar is responsible for the purchasing of Police uniforms from both overseas and local suppliers.



Stocks of uniforms are held at this location and he is responsible for both the safe storage and the issue of the uniforms. The total inventory has a value of \$1 million. Other items both purchased and stored include the many consumables that are used by all service personnel. He responds to requests from across the Service and ensures prompt delivery to facilitate the tasks being undertaken.



He is assisted by Ms. Tracie Harvey.

Items of lost property handed in at the four Police Stations will often end up at the stores at Southside. Every effort is made by Mr. Bremar to return articles to their owners. On occasion, the finders have also been rewarded when it has not been possible to establish to whom money belonged.

## INFORMATION MANAGEMENT SERVICES

### Background

The Information Management Services Department in the Bermuda Police Service (BPS) is responsible for the provision of all computer services, including software, hardware, and the selection and use of applications, as

well as all information databases. It is also responsible for the provision of communications services, including both radio and telephone, and the provision of electronic devices of an advanced technological nature used in Police surveillance and other tasks.

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

### Technology Department

When the 2004 fiscal year commenced, the Technology Department published the previously approved changing of its' name. The Technology Department is now officially referred to as the Information Management Services Department (IMS). The name change reflects the view of having the IMS Department develop a strategic customer service focus, complemented by a "Project Approach", during the implementation of infrastructure tasks and business software applications. The IMS Department has continued to facilitate the development and enhancement of information databases that are designed to support the Bermuda Police Service's two policing strategies.

In 2004, we began forward planning for our server equipment. Although our wide-area network is stable, secure and one of the most advanced environments locally, some of the server equipment is eight years old and needs to be updated. The IMS Department, in order to modernise our server infrastructure, plans to replace two servers per year in order to maintain a modern and reliable server hardware environment.

During 2004, all secretaries had their old monitors replaced with a flat screen monitor. It is an on-going process to upgrade the remaining aging monitors with new flat screen monitors.

A new telephone switch was installed at the St.

George's Station to link this station to the central hub and other branch Police stations. Previously, a link to the St. George's Station via a telephone switch had not been established due to the planned closure of the facility. However, public demands for policing services in St. George's remained high. This led to a decision to install a new telephone switch at the St. George's Station that is linked to the main central hub located at Prospect. This has enabled voice mail services and extensions to St. George's to be dialled directly from within the Service.

The main hub for this system, a Nortel Meridian telecommunications switch, is located at the central Prospect Operations facility. The telecommunications switch provides the Bermuda Police Service with additional phone line capacity. There are currently about 450 phones in use within the Service. All Officers and civilians who require voice mail have had this feature installed.

With the successful installation of the telephone switch at the St. George's Station, all branch Police Stations were connected to the central Prospect hub. The Communications Unit of the IMS Department then initiated a new project to control costs and better manage the use of our phones when making long-distance calls. The project involved assigning six-digit pin numbers for all staff who needed to make long-distance calls on behalf of the Bermuda Police Service. This will allow us to better manage our long-distance budget. Testing of this new feature is currently a work-in-progress. Once the test results have been validated, all BPS personnel will be required to use an assigned six-digit pin number, in order to make a long-distance call. Full implementation of the long-distance pin number feature is expected in early 2005.

Prior to the 2004 fiscal year, IMS Department projects and internal resources were primarily devoted to building our server hardware and network infrastructure. These server and network systems are now in place and functioning well. As a result, the IMS Department provides a secure, stable wide-area network backbone that offers reliable computer communications and data services to all members of the BPS.

With the computer hardware environment and network infrastructure in place and stable, during 2004, the IMS Department was able to shift its focus to computer software application projects. These software projects were initiated to support the specific application requirements of key business units within the Service. Three

examples of these software application projects follow:

- The Serious Crime Unit Software Application Project commenced with the initial view of selecting a package which could be customised to meet the requirements of the Serious Crime Unit (SCU). A software package has been identified and compared to alternative in-house solutions. The analysis phase of this project identified customisation issues which need to be addressed. These customisation issues are under review and are being evaluated before a selection and implementation decision is made
- A second example of a software application project that commenced during 2004 is the Data Integrity Project. The Data Integrity Project involves analysing the impact of capturing and sharing data on all of the various computer subsystems within the Bermuda Police Service. In the past, the 'best of breed approach' had been adopted on past software package selection decisions. However, the best of breed approach posed the risk of having too many silos of databases containing key similar, but inaccurate, information. There is the ongoing risk that in each silo of information, data may not be entered in a timely and accurate manner, or relevant information may not be able to be shared with other members and divisions of the Bermuda Police Service
- A third example of a software project that commenced during 2004 was the Fire Service Dispatch Project. This project installed and activated software modules within the New World Public Safety Software System, used by the Police to centralise the dispatch functions of the Police Service and the Fire Service. However, separate databases for record-keeping of incident details will be maintained by the Police and Fire Services

The Analysis Phase of these three software application projects was initiated and completed to an advanced stage in 2004. The goal of these software application projects is to provide the Bermuda Police Service with business applications that strategically support the Policing Strategy for the Community and the Crime Management Strategy which are heavily dependent on information databases. The successful completion of these software application project initiatives will enable the Service to support emerging plans to provide improved policing service to the community.



As the IMS Department works through the key phases of Analysis, Design and Implementation for its software application projects, additional personnel will be required. To ensure successful implementation, experienced Business Analyst personnel will be required to lead and assist in the project management, implementation, and on-going support of these mission-critical business applications. During 2004, a Consultant Business Analyst was recruited to assist the IMS Department with the analysis and project management of select software application projects.

Telecom Bermuda continues to provide the Bermuda Police Service with radio communications services. Telecom Bermuda, liaising with Paul J. Ford and Company of Columbus Ohio, also continues to be involved in the completion of maintenance work to the Bermuda Police Service's eight communication towers. In 2004, major maintenance repair work was identified as being required for most of the Bermuda Police Towers. Some of the towers are 14 years old. Due to the aging of the towers and increased demand for equipment space by member companies of the Tower Sharing Group, most of the BPS towers will require major maintenance work. Some of the towers, like the one at Alton Hill, will need to be replaced. These maintenance and replacement issues will result in a significant increase in the tower project budget over the next few years. Detailed project plans and budgets have been created for each of the eight towers. Alton Hill has the highest priority with work scheduled to commence in April 2006, pending approval of the towers budget.

As computers and cell phones have become more and more commonplace, their use by criminals continues to grow. The IMS Department continues to assist various departments with forensic imaging of computers. IT personnel received training in the forensic evaluation of computer hard drives.

There has been an increasing use of the Internet and a growing trend of the use of cell phone features, such as voiceover IP (internet), for participating in criminal activity. In the upcoming year, additional IT personnel will be provided with voice-over IP training to enable members of staff to intercept and diagnose criminal activity that is possibly being committed by the use of cell phones and the internet. Therefore, various divisions of the Service, including Narcotics, the Commercial

Crime Unit, the Criminal Investigations Unit and the Department of Telecommunications, can expect to receive improved customer support services from IMS Department staff with voice over IP skills, as demand for this service continues to grow.

Cell phone and radio devices continue to be the key tools for communication by Police Officers during the execution of their duties. During 2004, IT personnel received advanced training to support the radio communications equipment. Currently 100 cell phones and 120 pagers have been issued. The increased use of cell phones is closely monitored to control costs; an approval must be granted prior to a member of the Service being issued with a cell phone. In addition, there are 300 two-way radios in use. Additional radios have been purchased as during the upcoming year, it will be the goal of the IMS Department to issue each Officer with their own radio.

During 2004, a new generator was installed in order to provide a backup supply of electricity in the event of an emergency.

Due to the Hurricane Fabian event, which occurred on 5th September, 2003, it was decided that a Disaster Recovery Site was needed as a backup location to house our main Public Safety System computer, servers and radio communications equipment. A Disaster Recovery Site has been selected and a Disaster Recovery Plan completed. Implementation of the plan will commence pending approval of the Disaster Recovery Project Budget.

Looking ahead to the upcoming 2005 fiscal year, the IMS Department is well positioned to improve the rate of implementation of many of the strategic policy recommendations identified in the Policing Strategy for the Community and the Crime Management Strategy. An IMS Department staff member will be appointed to act as a Data Manager – Quality Assurance. This position will function to ensure that select staff throughout the Service responsible for entering data in our various computer information system databases, follow procedures and guidelines developed, and ensure that data is captured and entered in a timely and accurate manner. In addition, two Business Analysts will be recruited to support the management of projects initiated by the IMS Manager. A Network Coordinator who has experience in PC support, computer networks and telecommunications, will be recruited to the IMS Department. These increases in staff will assist the IMS Department in providing improved service and support.

In summary, the IMS Department of the Bermuda Police Service continues to evolve. It is continuing in the process of modifying its procedures and upgrading the skills of its staff, in order to allow it to change its role to effectively meet the requirements of the new policing strategies.

#### COMPLAINTS AND DISCIPLINE UNIT

During 2004, the Complaints and Discipline Unit was staffed by a Detective Inspector, a Detective Sergeant and an administrative assistant. During the year, there were 49 complaints made against the Police, which was down by seven from the previous year when 56 complaints were made. The Unit continued to work closely with the Police Complaints Authority (PCA) which oversees the handling of all complaints against the Police. The highlight of the year for the PCA was a conference for all the PCAs in the Caribbean region held at the Grotto Bay Hotel in the third week of November. The conference lasted three days and during that period there were many distinguished speakers from different parts of the world, including Africa and Europe.

One of the future goals of the Complaints and Discipline Unit, is to set up a database that will be able to monitor complaints and complainants with much more efficiency and accuracy. There are two problems that the Unit experiences with investigations that are assigned to Officers outside the department. One is that the investigation is not completed by the due date and is often way overdue. This is being addressed by keeping a closer liaison with the investigating Officers and strictly enforcing the time limits set down in 2002. The second problem is that investigation reports are often submitted incomplete. This is being addressed by the addition of lectures at the Training Centre on the role and function of the Complaints and Discipline Unit, and by attaching a checklist of what a typical investigation report should contain when the investigation is sent outside the Unit.

In order to forge closer links with the Police Complaints Authority and to create a better understanding of the complaints that are being dealt with, regular meetings are now held with the Police and the PCA. This has resulted in the complaints being completed more expeditiously.


#### POLICE RECREATION CLUBS

The mission of the Police Recreation Club (PRC) is to provide first-class service and support to all its members and sporting sections. The PRC is dedicated to building long-term relationships between the Police and the community through sports, family activities and social events.

The Club is currently managed by Mr. John Perinchief. The PRC offers facilities to encompass and promote social events, sporting and community activities, mess facilities and relaxation. The PRC functions as a non-profit Members Club where facilities are subsidised through membership and activities. The upgrading of the kitchens at Prospect was completed at the end of 2004, and further upgrades to the remainder of the premises will take place in early 2005. Plans are now taking shape to return to the provision of a full cafeteria at Prospect providing meals throughout the day.







*In recent years,  
in order to better  
serve the public  
interest in regard  
to policing the  
community  
and solving crime,  
the Bermuda Police  
Service adopted,  
and is currently  
in the middle of  
implementing,  
two new  
policing strategies.*

# Remit of the Assistant Commissioner

Carlton E. Adams, CPM

## POLICE SUPPORT UNIT

The Police Support Unit (PSU) had another busy and varied year in 2004. The Unit continued to operate as the Bermuda Police Service level one public order unit.

The proposed strength of the PSU is one Inspector, three Sergeants and 18 Constables. This mirrors the make-up of Police Support Units in the United Kingdom. For most of 2004, the Unit operated with one Inspector, two Sergeants and 13 Constables, due to manpower restraints within the Service.

The PSU is a partly-established Unit within the Service. It is 50% funded and becomes a fully-funded Unit on 1st April, 2005. As a result, the Unit is staffed by Officers who are seconded from other units within the Service.

The Unit's main focus has been to prevent and target persons involved in committing anti-social behaviour, be it street drug dealing, fighting in the street or general misbehaviour in a public place. The Unit again took on the role of a uniformed street-level drug enforcement team. The Unit actively targeted areas island-wide that were known to be used for the misuse or selling of drugs. The Unit made a total of 126 drug-related arrests for the year. The Unit also made 131 drug seizures where no arrests were made. The Unit has also developed information on suspected drug dealers and has executed warrants at their homes, resulting in drug seizures and arrests.

The Unit continued to provide a highly visible Police presence every Friday and Saturday night between 8:00 pm and 4:00 am. This was to ensure that the Unit was available to deal with public order incidents in and around licenced premises.

The summer months proved to be very busy with promoters putting on big concerts/shows almost every weekend. Intelligence was received that gang members planned to fight at several of these concerts. As a result, PSU along with other units, were proactive in targeting suspected gang members before they entered the concert grounds.

At several events, between 30 and 40 persons were arrested for drugs and offensive weapons offences. One person was arrested for possession of a stun gun that he had hidden in his car.


Gang violence continues to occur and perhaps the worst gang violence seen for some time took place at the Wellington Oval in April during a football game. As a result of this violence the PSU works closely with the Bermuda Football Association and provides a highly visible uniformed Police presence at any football game which has the potential to attract trouble makers. As a result of this initiative, there has been no repeat of the violence seen at the Wellington Oval. This action will have to continue to ensure that law-abiding members of the public feel safe at these events.

Court Street, Elliot Street and St. Monica's Road were targeted, and a large quantity of tickets issued for offences ranging from parking on the sidewalk and parking on double yellow lines, to driving without due care and attention. As a result, there has been a definite improvement in peoples' parking choices and driving behaviour.

Because the Unit visits the Island's 'hot spots' daily, and has regular contact with gang members and drug dealers, they began to photograph all persons seen at the 'hot spots' and are developing a database on the different gangs and gang members. Several hundred photographs were taken, downloaded, itemised and forwarded to the Intelligence Division and IMS Department for entry into the Mug Shot folder.

In September, six members of PSU travelled to Grand Cayman with four Emergency Response Team (ERT) Officers to assist in the aftermath of Hurricane Ivan which devastated most of the island. These Officers worked long hours in extremely uncomfortable conditions. For example, there was no running fresh water and they had to wash and bathe in the sea. Their living conditions were very basic and cramped to say the least. They were praised by the Royal Cayman Islands Police for their professionalism, dedication and hard work. They represented the Bermuda Police Service well and left a very good impression.

As last year, the PSU was utilised throughout the year to provide policing coverage for incidents where large crowds of people were expected to congregate. The deployment of the Unit in such circumstances



*Built during the 19th century, the largest fort in Bermuda can be found at the Royal Naval Dockyard. This fort, with its grand proportions and exceptionally solid structure, was erected to protect*





*Bermuda from  
invading armies.  
It was built with  
outstanding  
security in mind  
as Dockyard  
housed the  
regiment's supply  
of gunpowder  
and other  
military arms.*


assisted in maintaining the peace and provided peace of mind to those members of the community who were present at such events. The PSU's combined roles of public order and drug enforcement during 2004 have supported both the Policing Strategy for the Community and the Crime Management Strategy.

The PSU were called to assist other departments on numerous occasions to help execute warrants or search large areas for people or evidence. The last occasion, in 2004, being to assist in the search for the person suspected of killing Nicolas Dill on Boxing Day. The Unit assisted the Serious Crime Unit (SCU) in the execution of numerous search warrants, which ended with the arrest of the main suspect who was found hiding at a friend's residence.

The Unit continues to perform high visibility foot patrols in target areas. This tactic has been particularly effective in disrupting suspected drug activity. From a public order perspective, the Halloween deployment of a significant Police presence, including two PSUs was very effective in deterring any serious disorder. The PSU also participated in a joint exercise with the Bermuda Regiment and the Bermuda Fire Service. The exercise contained a very strong public order element and provided valuable learning opportunities for all involved.

On a regular basis throughout the year, the PSU worked in shifts so that front-line Officers could be relieved to receive training in Officer safety, public order and other subjects. This training is ongoing and the PSU will continue to take over the shifts in order for this





*During 2004 the PSU adopted a zero tolerance attitude toward traffic offences, especially in areas where drug dealing and other anti-social behaviour is known to take place.*

important training to continue.

Offences involving youths and men conducting themselves with a 'gang mentality' continue to cause concern. Typically, these offences involve the use of prohibited and offensive weapons. While many offenders have exploited sporting, social and other community venues for violent confrontation, there have also been spontaneous 'raids' by gangs into rival neighbourhoods. The PSU have been called out from home on two occasions during the year to deal with these types of incidents.

The Unit made a total of 774 arrests for the year, an increase of 16.5% over 2003. Of these arrests, 491 were for warrants. This figure is high as two members of the Unit who were on long-term light duties, were tasked with forming a warrant team and targeting outstanding warrants. These two Officers did a great job and executed well over 100 warrants in just over four weeks.

Drug arrests in 2004 totalled 126, down from 161 in 2003, a drop of 21%. This is partly due to the fact that there is no longer a canine unit attached to PSU on a full-time basis. The canine unit still works with the PSU on a regular basis, especially at weekends. They are a great asset and without their assistance the Unit's drug arrests and drug seizures would be a lot less than they are. The PSU has established itself as a very necessary part of the Service that is providing good service to the community.

## **OPERATIONAL POLICING DIVISION**

### **OPERATIONAL PLANNING UNIT**

During 2004 the Operational Planning Unit, staffed by an Inspector, was directly responsible to the Superintendent, Operational Policing Division.

The main duties of the Operational Planning Unit include:

- Being the Bermuda Police Service Liaison Officer with local and visiting military units
- Being Staff Officer to the Emergency Measures Organisation (EMO) and assisting the Chief Inspector, Operational Support Division in his role as Disaster Planning 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 his 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
- The preparation of Deputy Governors Permits for processions, marches and events involving large groups of participants on the roads of Bermuda

During the year, 25 Operational Orders were prepared involving ceremonial, sporting and special events. In addition to the regular annual events, these included the hosting of the Caribbean Free Trade Association (CARIFTA) games at the National Sports Centre, the FIFA World Cup qualifying round, the World Rugby Classic and the Reserve Police Change of Command ceremony.

In addition, the Operational Planning Unit was actively involved in updating the Emergency Measures Organisation Standing Instructions in preparation for a

*Providing a secure and safe community for all Bermudians is always at top of mind for the BPS. That is why the BPS works hard to deter traffic offences, drug dealing, violence and other anti-social behaviour.*



hurricane or natural disaster. Fortunately, Bermuda was spared from such events and the services of the EMO were not required.

The Unit helped to prepare, and assisted in, various Internal Security related exercises and presentations under the direction of the Deputy Governor. These included a Joint Service Public Order Exercise, an Aviation Response Marine Emergency Drill and a Nuclear Disaster Training Course & Exercise conducted by the UK Ministry of Defence.

The Disaster Planning Coordinator provides the Secretariat Services for the Emergency Measures Organisation, which is chaired by the Minister of Labour, Home Affairs and Public Safety. The Emergency Measures Organisation met on several occasions and exercises were held to maintain the standards within the Organisation.

The Inspector, Operational Planning Unit attended the ICC Cricket World Cup West Indies 2007 Venue Summit in Barbados, to consider the security implications in the event that Bermuda was selected to host any of the World Cup matches.

## PATROL DEPARTMENT

### Hamilton Police Station

The Hamilton Police Station provides a full range of policing services to the public in the central area of the Island. The central area comprises Paget, Pembroke and Devonshire parishes.

Along with its uniform patrol duties, the Station is responsible for providing 'static guards' at Government House, the Premier's Residence and the House of Assembly when in Session. The manning of 'Harbour Nights' during the cruise ship season is another primary function.



Several targeted initiatives have been completed by the shifts. One such initiative included the clean-up of the Marsh Folly refuse disposal area commonly known as 'Tent City'.

A special mention must be made of our Traffic Warden Department. This Department is made up of eight civilian support staff members who are highly motivated individuals. These individuals are tasked with endeavouring to keep the streets within the City of Hamilton unobstructed.

The condition of our physical plant continues to be of grave concern. This, along with constantly low staffing levels, creates a very challenging situation for all. The staff has shown a great deal of dedication and commitment despite these everyday challenges, and must be commended for their continued efforts.

The increase of foot patrols throughout the City of

Hamilton was implemented to combat the increase of begging and other minor offences. This will be especially prevalent during the cruise ship season.

#### **Somerset Police Station**

Officers working from Somerset Police Station are responsible for policing the three western parishes – Warwick, Southampton and Sandy’s. During 2004, Inspector Othneal Haynes continued his role as Station Commander.

The Uniformed Patrol Unit is comprised of four Watches, each made up of one Sergeant, seven Constables and a civilian Station Duty Officer. These Officers provide 24-hour patrols and respond to all calls for service from the community. These calls for service include reports of road traffic collisions, burglaries, assaults, stealing, domestic disputes and public disorder. Despite facing some staffing challenges during the year, the Officers of Somerset Police Station continued to conduct themselves in an efficient and professional manner.

The Community Beat Officers at Somerset Police Station sustained efforts to advance the concept of community policing in the western parishes by meeting with members of the community, businesses and guest properties. These meetings served to strengthen existing relationships, and to provide a forum for all interested parties to discuss collaborative crime prevention strategies.

The Inspector in charge of the Somerset Criminal Investigation Unit was relocated to the Hamilton Criminal Investigation Unit office; however, he still retained responsibility for the Somerset Criminal Investigation Unit in addition to other duties.

#### **St. George’s Police Station**

St. George’s Police Station is located on York Street, St. George’s. Personnel have policing responsibilities for Smith’s, Hamilton, and St. George’s parishes. Inspector Clarke Minors continued to provide effective leadership as Station Commander.

The Station has an established strength of one Inspector, five Sergeants and 42 Constables. Officers are also deployed to perform duties at the Bermuda International Airport Police Station under the supervision of Sergeant Tom Pratt. The growing population of St. David’s continued to increase our policing responsibilities and calls for service. This has also created more opportunities to develop partnerships with the community. The

St. George’s Criminal Investigation Unit functions daily out of recently renovated offices above the St. George’s Post Office. This Unit enjoyed a productive year despite staff challenges. The commitment and dedication of the members of the team resulted in several individuals being placed before the courts and convicted of committing various offences. These included public order, assault and wilful damage.

Acting in support of the Community Policing Strategy, personnel continued to identify problems within the three eastern parishes and presented solutions with workable strategies. Some of the issues identified included safer pedestrian crossings in the Town of St. George, the defacement of street signs and directions to prominent landmarks and securing mirrors at blind or hidden spots in certain neighbourhoods. As a result of meetings with community partners, successful remedies to these concerns are anticipated. Officers also continued their tradition of generosity during the festive season by supplying food hampers to the Women’s Resource Centre.

### **CRIMINAL INVESTIGATIONS UNIT**

#### **Hamilton Criminal Investigations Unit**

The Hamilton Criminal Investigations Unit (CIU) was required to investigate a range of offences which occurred during 2004. To their credit, the Officers of the Hamilton CIU continued to remain positive, conducting quality investigations despite sometimes challenging internal and external conditions. As a result, a number of cases were successfully solved and placed before the courts.

#### **Somerset Criminal Investigations Unit**

Following an internal reorganisation of the Criminal Investigations Unit, the Somerset CIU Inspector is now located in Hamilton CIU office but retains responsibility for the Somerset CIU in addition to other duties.

The Somerset CIU now consists of two Sergeants and eight Constables. However, one Sergeant has moved laterally to another department and a Constable is on attachment in the Serious Crime Unit.

In the year 2004, two members attended detective courses at the Canadian Police College in Ottawa, Canada, and three other members attended a local detective course conducted by the Kent Police. For the coming year,

plans are in place to boost training to such a level that every member of the Somerset CIU would have received some type of detective training.

Somerset CIU members investigate such crimes as thefts, housebreakings, sexual assaults and robberies. The Serious Crime Unit handles the more serious crimes like murders, with a member or two from the Somerset CIU augmenting the investigative team, according to the circumstances.

One memorable crime (for its sheer viciousness) that the Somerset CIU investigated in 2004, was a wounding with intent perpetrated by Eli Hill, who slashed a young woman about the face and left her permanently scarred. Hill was later convicted in Supreme Court and sentenced to six years imprisonment.

One murder took place in the Western Parishes occurring on Pearman's Hill, Warwick, on Boxing Day. That matter is still working its way through the court system.

Although crime in the Western Parishes tracked along the lines of overall crime, home invasions, crimes against the person and hotel burglaries continue to be a worry.

However, the clear-up rate is comparatively high and could not have been achieved without the support of the uniform section. It is a testimony to the diligent approach to fighting crime in the Western Division.

#### **St. George's Criminal Investigations Unit**

2004 brought many investigative and operational challenges to the St. George's CIU. The challenges presented were aggravated by the Unit operating without sufficient human resources due to attachments to the Training Centre and the Serious Crime Unit, as well as Officers on Annual Leave and vacancies that were not filled.

The Unit continues to enjoy a very high conviction rate in both the Magistrates and Supreme Courts. A number of notable and prolific criminals have been incarcerated as a result of the Unit's hard work.

The St. George's CIU currently consists of one Sergeant and five Constables, one Constable under its establishment strength.

#### **Working Conditions**

It is common knowledge that the state of the St. George's Police Station building and the ECIU Office is less than desirable. This is being addressed with the

anticipated move to the purpose-built Southside Police Station. The condemning of the cells at the St. George's Police Station has transpired to considerable time spent travelling from the St. George's Police Station to the Hamilton and Somerset Police Stations to interview prisoners.

#### **Crime**

Whilst crime reports recorded by the St. George's CIU in 2004 were down from 2003, there was a noticeable increase in violent crime and serious assaults. In the case of serious assaults in particular, a disturbing and common trend emerged which is not unique to this jurisdiction: complainants either withdrew or were unwilling to proceed to the courts for various reasons. This usually came to light after an investigation was completed and a case file prepared.

The St. George's Club Cottage Colony was subjected to numerous burglaries throughout the summer period. These burglaries, without exception, were committed as crimes of opportunity. Several meetings were held with management to address the problem. A crime prevention survey was conducted and increased patrols were carried out in the area; however, this failed to deter or identify the culprit(s).

A number of observation operations were conducted in the area when human resources staff from St. George's CIU, CBOs and Reserve Constabulary were available. On each occasion when observations were conducted, there were no burglaries or prowling. By coincidence or design, once the observation operations were completed, and on one occasion the very next night, the premises would again be subject to a burglary. To date, no person has been apprehended for the rash of burglaries at these premises, which have since ceased.

At the beginning of the summer season, the liquor-licenced establishments on King's Square, in the town of St. George, reported a number of daily and nightly problems with St. George's youths and young adults. A number of assaults on security persons and patrons attending the licenced establishments, damage reports to the premises, stealing from within the premises and public order incidents were committed and reported.

Many of the problems and reports originated from the White Horse Tavern and Freddie's Pub as a direct result of the patrons they were attracting. To address these problems, a two-pronged, zero-tolerance opera-

tion, spearheaded by the St. George's CIU, supported and complemented the CBOs, and working in conjunction with the management of the two premises involved, was initiated.

As a result, a number of men were placed before the courts and were convicted for various assault, damage and public order offences. Punishments varied from fines to imprisonment. The results had an immediate effect in the King's Square area and the remainder of the summer season was relatively trouble-free.

#### TRAFFIC ENFORCEMENT UNIT

The Traffic Enforcement Unit's establishment is set at one Inspector, two Sergeants and 12 Constables. However, due to Service demands, the operational strength varied.

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

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

**Education** – the Unit continued with several initiatives in 2004. This included giving talks to several schools, youth and social groups, conferences, fairs and exhibitions. There were also appearances on television programmes and monthly participation in radio talk shows, all geared towards the dissemination of information regarding road safety and collision prevention.

**Enforcement** – the Selective Targeting Enforcement Programme (STEP) continued to focus on the specific offences of speeding, driving without due care and attention, and not wearing or improper wearing of a helmet.

Unit members were the primary investigators in the majority of the seven fatal road traffic collisions that occurred in 2004. They also continued to provide ceremonial escorts for the Governor.

The number of collisions reported to Police in

2004 increased by 7.6% to 3,078 when compared to the 2,845 collisions reported in 2003. There were 5,225 local residents and 311 tourists involved in collisions in 2004, versus the respective totals of 4,727 and 411 for 2003. There were 593 single vehicle collisions reported, the highest proportion being four-wheeled vehicles at 217.

There were 126 collisions where drink or drugs were suspected of being a cause. This represented 4.1% of the total reported collisions. 117 arrests resulted from these collisions. There were seven fatalities during 2004, a decrease from the ten recorded for 2003.

#### TRAFFIC COLLISION INVESTIGATION UNIT

2004 was a rather busy year for the Traffic Collision Investigation Unit. Apart from the seven fatalities dealt with, there was an increase in the number of collisions attended to by Unit members. One 'on-call' Unit member had the distinction of being called out three times in one night. It was not uncommon to be called out twice, whereas, in the past, this was a rarity. This increase was also attributed to the increased demand by watch Officers for the Unit's expertise in assisting them in dealing with complex collisions.

The majority of Supreme Court cases resulting from road deaths in 2003 were disposed of in 2004 with the defendants pleading guilty to various offences. As a result, those convicted received custodial sentences ranging from 18 months to three years. This is a testament to the high degree of professionalism and dedication displayed by Unit members in performing their duties.

Officers of the Unit continue to work with the Department of Public Prosecutions (DPP) office when





dealing with cases that may involve prosecution. This policy has enhanced the strength of the prosecution in many respects.

In 2004, all members of the Unit received some type of new or continual training. Constable Paynter gained 'expert' status by successfully completing the required 'Crash Reconstruction' course. Sergeant Holder became the second qualified commercial vehicle investigator while Constable Greenidge completed



an update on the crash reconstruction course. Sergeant Lewis attended the annual seminar for Experienced Crash Reconstructionists. Two Officers (with a possibility of a third), have been identified as future collision investigators and courses have been earmarked for them.

One of our standard pieces of equipment was updated to a newer version and efforts were underway to acquire another piece of vital

equipment. These efforts fell through, but will be redoubled in the coming year.

The Unit continued its partnership with the Bermuda Fire Service where Sergeant Holder attended their head office and gave a lecture and demonstration in collision scene management. There were also meetings held with the Road Safety Council and Ministry of Transport officials pertaining to road safety issues.

The Unit looks forward to the coming year and will continue to provide the Bermuda Police Service with the highest quality investigations and reporting, in keeping with the Service's core values and mission. In this regard, continual training, updating of skills, techniques and procedures, and the acquiring of the latest equipment and technology where relevant to Bermuda, will continue to be the focus.

## MARINE UNIT

### Operational Strength, Equipment & Maintenance

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

### Incidents

- There were a total of 1,157 marine-related incidents reported, as compared with 1,073 in the year 2003

### Foreign Yachts

- There were 1,058 foreign yacht arrivals

### Liquor Licence Permits

- A total of 28 liquor licence permits were issued

### Search and Rescue (SAR)

- During the year 2004, Marine Police conducted 163 SAR events out of the total marine-related incidents reported

### Reported Offences

- There were a total of 266 marine-only related offences reported, consisting mostly of 'Marine Speeding' and various safety equipment offences. There were numerous Misuse of Drugs Act (MDA) searches. 54 persons were arrested for various offences, and a number of sudden deaths were dealt with

### Marine Pollution

- Marine Pollution still continues to be a problem around the Island. There was an increased number of fuel spills reported. Oil spills continue to be reported after heavy rains which wash oil from the roads into the water. On a number of occasions these spills have been mistakenly blamed on visiting cruise ships

### Underwater Operations

- Marine Police conducted ten underwater operations for various reasons, including hull searches on cruise ships, recovery of stolen property, body recovery, weapons recovery and UK Ministry of Defence sedimentary collection

### Water Safety & Crime Prevention

- Marine Police continue to provide water safety

lectures to a wide variety of local residents, ranging from preschool children to adults

- Marine Police conducted various observations from around the Island to assist in drug interdiction and other types of crimes
- Marine Police have also conducted 'property checks' and continue to institute new crime prevention initiatives

#### **Bermuda Reserve Police and other Government Agencies**

- Marine Police are assisted by five Reserve Police Officers who have contributed over 400 hours of their own time to provide assistance to the regular Marine Police
- Marine Police continue to maintain a close working relationship with the Radio Officers at Rescue Coordination Centre (RCC), Bermuda Harbour Radio, and the Department of Marine & Ports
- Marine Police also continue to provide assistance to foreign agencies from time to time

#### **Committees**

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

#### **Local Training**

- Marine Police took part in several in-house training exercises, including Officer safety training, first aid, Marine 'C' Class Pilots Course, and a UK Coast Guard SAR training course

#### **Targeted Neighbourhood Policing**

- Marine Police developed 'Targeted Neighbourhood Policing' initiative and adopted Admiralty House & Spanish Point Parks as their project. This has resulted in numerous arrests, a decline in crime, and removal of bad elements from the park

#### **The Future of Marine Unit**

- Marine Police continue to be very active on the local waters. There are approximately 9,990 locally registered boats with 300 to 400 boats being imported annually. Of this, there are approximately 100 to 200 per year that are not re-registered or become derelict. The local waters are becoming more congested every year and will continue to

provide new challenges for the Officers, men and equipment of the Marine Police

#### **EXPLOSIVE ORDNANCE DISPOSAL TEAM**

The Bermuda Police Explosive Ordnance Disposal (EOD) Team is currently one below its established strength with seven members; one Inspector, two Sergeants and four Constables. Hopefully, this position can be filled before our annual Local Training Course to be held in April.

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.

#### **Training:**

During 2004, the team completed three training days per month, with two days devoted to explosives training and one to dive training. There was also one day each month devoted to equipment maintenance, although in reality some maintenance was required during every training day. The regular training schedule was significantly interrupted from May through August, when the Ministry of Works & Engineering Explosives Disposal Operation was running; however, valuable teamwork experience was gained.

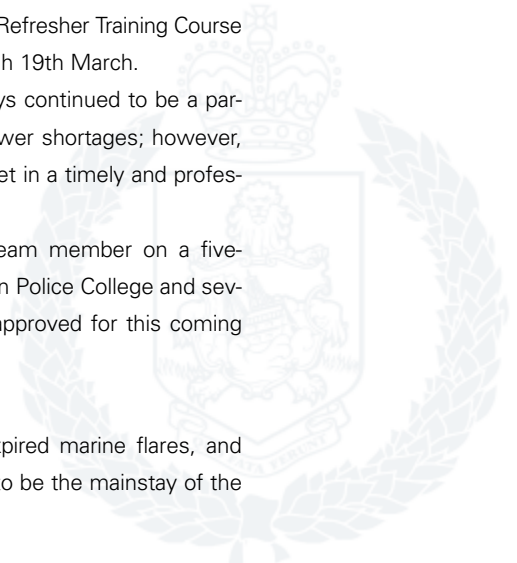
In 2004, there was one overseas training conference (International Association of Bomb Technicians & Investigators Region 7 Conference) attended by two team members and a local two-week Refresher Training Course was conducted from 8th through 19th March.

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

Presently we have one team member on a five-week course at the the Canadian Police College and several other courses have been approved for this coming year, pending availability.

#### **Disposal Operations**

Military phosphorous flares, expired marine flares, and prohibited weapons continued to be the mainstay of the



team's regular disposal operations. However, the vast majority of the team's time was occupied with the execution of the Ministry of Works & Engineering Explosives Disposal Operation. The team, with the help of several Cadets, worked diligently two days per week, and one full week per month from May through September. Approximately half of the expired explosive stock held by the Ministry of Works & Engineering was successfully disposed of before the operation was suspended, due to difficulties with obtaining the required serviceable explosives to complete the job. Efforts to remedy this situation are ongoing.

The number of bomb threats was noticeably less than in recent years. There were a total of two threats reported against schools; however, they were found to be hoax calls. No threats were made against any of the Court buildings.

#### Health and Safety

A health and safety inspection of the EOD facility was conducted in February 2002, and highlighted numerous issues to be addressed. Many of them, such as fire extinguishers and exit signs, have been dealt with internally, but several major items, such as structural repairs, fire suppression system repair and air-conditioning are still outstanding. Further damage was also sustained during Hurricane Fabian in 2003, including a leaky roof and collapsed security fencing. The facility was recently inspected by the new Bermuda Land Development Corporation (BLDC) Facilities Manager, Mr. Steven Tucker, but no actual repairs have commenced as of yet.

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

### COMMUNITY SAFETY DEPARTMENT

The Community Safety Department of the Operational Policing Division (OPD) is comprised of the Community Beat Officers (CBO) Unit, the Schools Resource Officers (SRO) Unit (formerly the Schools Liaison/ REACH Unit) Outward Bound Unit (OBU) and the Animal Protection Officer (APO) Unit.

The following is the staffing levels for the Community Safety Department during 2004. The established strength is one Chief Inspector, three Sergeants, 26 Constables and one Civilian.

- **January – July 2004**

One Chief Inspector, three Sergeants, 18 Constables, one Civilian

- **July – December 2004**

One Chief Inspector, two Sergeants, 18 Constables, one Civilian

#### Courses attended by the Community Safety

##### Department personnel during 2004

- Chief Inspector *M. A. DeSilva* – **Firearms Management Course** 9th and 10th September
- Sergeant *Simons* – **Community Policing/to reduce domestic violence** 4th to 17th July
- Constable *Locke* – **Community Policing/to reduce domestic violence** 4th to 17th July
- Constable *Pitcher* – **Youth on Gangs Delinquency** 22nd to 24th April

### COMMUNITY BEAT OFFICERS (CBO) UNIT

This Unit is comprised of three teams, one for each of the geographic areas of East, West and Central, and has an established strength of three Sergeants and 20 Constables. The actual strength at the end of 2004 was two Sergeants and ten Constables. A Sergeant heads the Central and West teams and the position for the East team has not yet been filled. The East and West teams operate out of St. George's and Somerset Police Stations respectively, alongside their uniform patrol and detective colleagues. The Central team shares office accommodation with the Juvenile and Domestic Crime Unit (JDCU) on Reid Street in Hamilton. The teams provide individual CBOs to each of the nine parishes in Bermuda; one Officer is responsible for the City of Hamilton.

#### Communities That Care

2004 saw the expanding of the 'Communities That Care' (CTC) programme from Hamilton Parish as the pilot to Pembroke and Sandy's. All CBOs attended training in the concept and workings of the programme.

The programme is designed to facilitate community groups to form a working Board. The National Drug Commission (NDC) is the funding agency and The Family Centre is the lead agency to drive it forward. Several government Ministries have signed on as supporters. The NDC conducted an island-wide community needs survey in 2003. The results of the survey were broken down to Parishes. The results were then used to indicate what the Parishes' risk and protective factors are at peer, school, family and community levels. Examples of risk factors being; perceived availability of drugs, transi-





tion and mobility, low neighbourhood attachment. Examples of protective factors are, developing skills, providing opportunities, clear beliefs and standards.

Once the risk factors have been identified, quantified and ranked, the Board looks to implement tested effective programmes to target and reduce the impact of these behaviours. This can be done at the peer, school, family and community levels. The tested and effective programmes are ones that have been run elsewhere, and have been evaluated and proved to have a positive impact on the behaviour it is designed to target.

A resource group was set up by the Board as the 'can do' group. The CBOs sit on this Board and where they can, they provide practical solutions to the group to target certain behaviours.

This programme is at a very early stage and is a programme where the benefits of having it may not be seen for many years.

The ethos of CTC is that of community involvement which speaks to a large part of the role of a CBO. It is for that reason that the CBO Unit has embraced the concept and will continue to help drive it forward.

#### Shopwatch

'Shopwatch' saw the fostering of a new partnership between the BPS, West End Development Corporation (WEDCO) and the merchants of Dockyard. The scheme was officially launched on 14th December, 2004, and is a new and powerful weapon against suspicious behaviour, retail crime and anti-social behaviour within the

*The Parliament building is home to Bermuda's House of Assembly and Supreme Court, and is known for its distinguished watchtower and ornate terracotta trim. In this*





*impressive structure,  
appropriately  
situated on a hill  
overlooking  
Hamilton's harbour,  
laws are challenged  
and rights are  
debated for the  
benefit of all  
Bermudians.*

Dockyard site. Within days of its launch, the scheme saw success in the form of several arrests, which were as a direct result of the scheme's inception.

### **Security Staff Training and Registration (STAR) Programme**

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

The programme, including the training course and the registration process, was to be reviewed for consideration of implementation in 2004. However, the programme was put on hold and has now been sanctioned for full implementation in 2005. The Liquor Licencing Authority will be consulted with a view to formalising the programme as an impossible condition for future licences, and a further initiative is being considered that involves accreditation for licenced premises that meet certain criteria in training, policies and practices, health, safety and security.

### **SCHOOLS RESOURCE OFFICER (SRO) UNIT**

In September 2004, the Schools Liaison Unit was restructured to form the Schools Resource Officer (SRO) Unit. The staff was increased from four Constables to six (both positions were transferred from existing positions in the CBO Unit), the position of Unit Sergeant was removed and the schools Officers were amalgamated into the present Community Beat Officer (CBO) teams – East, West and Central. The structure is intended to improve communications between SROs and CBOs while combining resources towards efforts of similar interest to the two units. A more robust role is envisioned for the SRO in the Government Middle Schools,

where the intent is to provide an Officer who can be called upon to assist in matters of specific concern, such as: escalating violence; gang concept pervading school life; increased number of weapons being confiscated from students and lack of interventions/programmes for students in need of protection/diversion from crime.

The restructuring of the Unit seeks to maintain the well-established relationship between the BPS and the Department of Education, and to continue to achieve the objectives of promoting good citizenship at the junior level, reducing the number of incidents that require Police intervention and improving communication and rapport between the youth, Police, school administration and families.

By their involvement and interaction with the Government Primary and Middle Schools, the SROs will specifically aim to:

- Organise the resources of the BPS, the schools and other agencies to reduce crime
- Maintain contact with all concerned parties operating within the schools, and involve them in designing, planning and evaluating problem-solving initiatives
- Visit the schools and interact with students to strengthen lines of communication and prevent crime
- Educate students in matters of law, good citizenship and crime prevention (including substance abuse)
- Investigate reports of crime

A significant component of the SRO programme is the Youth Cautioning and Alternative Measures (YCAM) Policy. It is the policy of the BPS to deal with all cases involving Young Offenders using the least coercive and forceful among reasonable alternatives, in accordance with policy guidelines. In all cases of juvenile offending, the BPS applies the following overriding principle: to modify negative behaviour and encourage positive development of Young Offenders as the preferred alternative to punitive measures.

The principle of the YCAM Policy is to provide a system of 'Restorative Justice', a problem solving approach to crime and anti-social behaviour, as a far more powerful tool to both prevent further offending and to allow victims, and thereby the community at large, a say in what happens. The primary aims of the policy are to:

- Prevent re-offending by enabling offenders to face the consequences of their behaviour and reintegrate them into the community

- Attend fully to victims needs; materially, socially, financially and emotionally
- Enable offenders and, where necessary, their families to assume active responsibility for their actions
- Recreate a working community that supports the rehabilitation of offenders and is active in preventing crime
- Provide a means of avoiding the escalation of legal justice and its associated costs and delays

The core elements of the programme are as follows:

- **Level I – Informal Procedure** (Cautions & Final Warning)
- **Level II – Formal Procedure** (Mediation and/or Restorative Justice)
- **Level III – Referral to Family Court**

#### OUTWARD BOUND BERMUDA

Outward Bound Bermuda (OBB) continued its well-attended courses over 2004. One-day Middle School days, Professional Development Programmes and the classic 5-day residential courses were individually and collectively very popular. There were 90 students who success-



fully completed the local classic course. Outside of the summer courses, OBB had 1,015 participants throughout the year from various Middle schools, youth groups, community institutions and companies.

This summer we were fortunate to have dedicated seasonal instructors. The group of instructors, Andrew Kirkpatrick, Laura Robinson, Hayley Faries and Paul Murphy were hired for the first time, while George Spurling came back for a fourth summer. Constable Jonathan Siddall was attached to the department for two months and he continues to lend a hand at Paget Island in his community policing role. The Ministry of Community Affairs & Sport

was again supportive with financial assistance in the form of a \$20,000.00 grant. This was of great benefit towards the summer staff salaries. The BPS continued with its generosity and OBB is grateful for its support.

Due to the involvement of the full-time instructors in the Royal Life Saving Society, all staff were examined and qualified for the Bronze Medallion, with Mark Norman and Ben Beasley recertifying their Police Bronze Medallions. All staff were examined and passed the St. John's First Aid and CPR standard courses.

As part of the Overseas Courses 16 Bermudian students attended the Aberdovey Outward Bound Centre in North Wales, UK, where they participated in a 19-day multi-element course with some 120 other students from all over the world. A total of \$54,825.00 was raised to cover the cost of this venture and our continued thanks go out to the business community for their support. 14 of those 16 students also used the course to complete the Gold Duke of Edinburgh's Award. Tim Medhurst and Rob Chatfield were invited to Bermuda in August and conducted the International Safety Review. This was the first time that members from the safety committee had seen a course in operation, for which



*Similar to the intricate Italianate architecture of the Parliament building, the BPS is made up of many multifaceted departments. At the same time, it is ultimately one unified department providing a sense of structure to the Bermudian community.*

they were grateful. The review gave OBB the chance to stay current with International Safety Policies. The ropes course is still under repair as the staff try to replace all the parts that were damaged by Hurricane Fabian. A review by a Project Adventure Inc. Inspector in December certified the operational parts of the ropes course and assisted in ordering the latest in Adventure and Safety replacement parts. Now that all the replacement parts have arrived in Bermuda, the restoration attempts will continue. As part of the restoration the local instructors attended an Association of Challenge Course Technicians conference in South Carolina in January. This was an inten-

sive three days, but put the instructors at the leading edge of safety standards.

In March, Outward Bound specialist John Hasel came to Bermuda and wrote a comprehensive document on the strategic development of OBB. In this document, Mr. Hasel paves the way for OBB to be able to offer courses to all students in the Middle School programme. Knowing that the BPS cannot afford to put any more resources into the programme, but will honour its current commitment, Mr. Hasel sees the Service as a major stakeholder, with the Board of Trustees being a driving force behind the development of the school programme. A partnership with the Ministries of Education and Community Affairs & Sport will enable OBB to offer courses not only to all Middle School students, but also programmes for youth organisations such as Sea Cadets, Scouts and Guides and the Duke of Edinburgh's Award among others. The BPS will continue with its current level of support, but want to see more students being exposed to the virtues that make OBB such a popular institution.

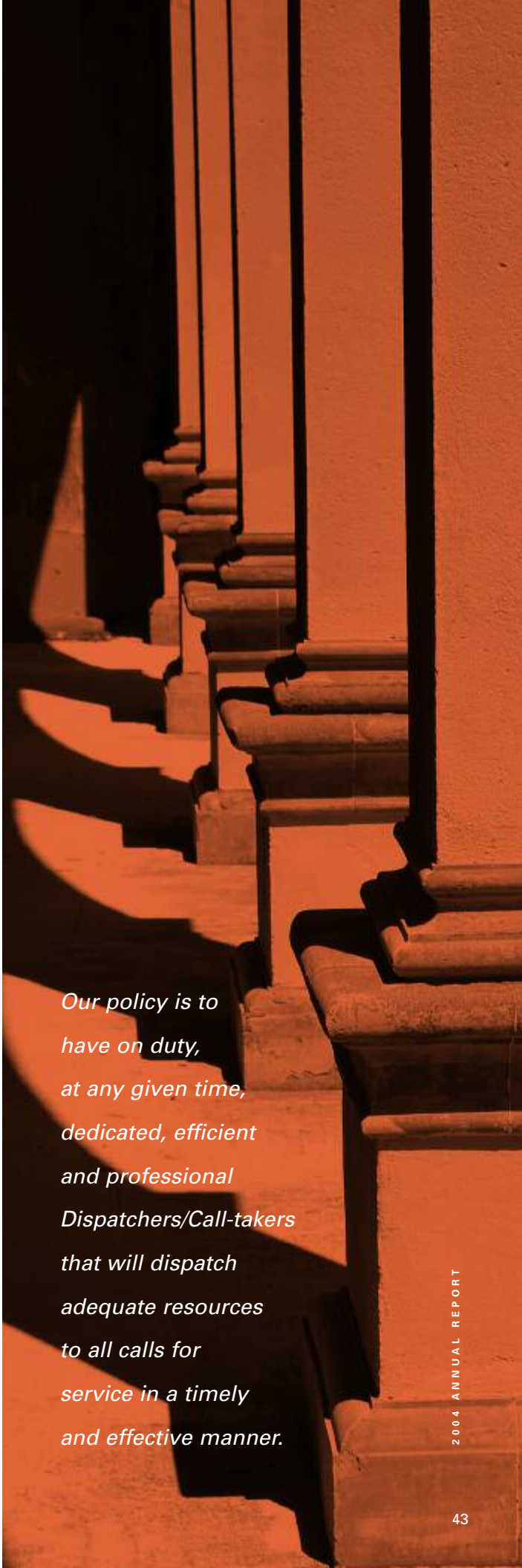
There have been several attempts to put this plan into action. In April, Ben Beasley and Mark Norman went on a successful trip to Aberdovey to become trained in cliff rescue and recovery. In September, the OBB AGM was held in Lumut, Malaysia where both local instructors attended the meetings, workshops and training seminars.

#### ANIMAL PROTECTION OFFICER UNIT

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

During 2004, the APO dealt with various animal issues, including:

- Two dogs buried alive by their owner, who was sent to jail as a result
- Illegal dog breeding
- Dog fighting



*Our policy is to  
have on duty,  
at any given time,  
dedicated, efficient  
and professional  
Dispatchers/Call-takers  
that will dispatch  
adequate resources  
to all calls for  
service in a timely  
and effective manner.*



### **Preparation for Amendments to the Commercial Stables Act**

The APO was assigned to check all horses arriving on the Island, due to the increase in horses coming into the Island without proper accommodations. She was also assigned to assist the Government Veterinarian in licencing commercial stables.

Horse issues were on the rise and continue to be a problem – with the increasing construction, there is little space for horse stables. This caused great concern as horses were being 'housed' out in the open (in people's yards and other spaces) without proper shelter. There was an increase in horse/carriage complaints, especially from tourists.

The APO met with the Corporation of St. George's to try to settle the issue of horses and carriages operating without a 'horse stand' protecting them from the sun. This is an ongoing issue and will hopefully be resolved in 2005.

- **Newspaper articles**
  - (a) Summer Season for Animals
  - (b) Dog Shelters
- **Close contact with the DPP referenced Animal Laws and Changes to be made.**
  - Posters** – Animal Cruelty (made)
  - Posters** – Illegal Breeding
  - Pamphlet** – Dog Bites
- **Numerous other Court cases**
  - Cruelty cases
  - Dog Attacks
  - Unlicensed Dogs
  - Illegal Breeding

There was some control on illegal breeding with the ban on dogs in place; however, there has been a steady increase of Pitbull breeding during the last few months of 2004. A compromise was reached between the SPCA and Animal Wardens to be able to adopt puppies resulting from illegal breeding.

The summer season was the busiest period for the APO. Although a decrease was seen in the amount of dog cruelty cases, especially organised dog fighting, it was apparent that the key players have packed up and left the Island. However, the youths aged 10-14 have since taken up what they think is dog fighting and were injuring helpless animals. This, of course, is of great concern and it continues to get worse.

In 2004, dog attacks on people were down; dog attacks on other animals remained about the same. Dog barking complaints increased in 2004. The increase was due to the close proximity of peoples' residences.

The SPCA Inspector resigned in the summer of 2004. This increased various jobs that Constable Ricca and the Animal Wardens had to deal with. One Animal Warden was fired, resulting in added pressure on the remaining three wardens and the animal protection Officer. A new SPCA Inspector was appointed in November 2004.

The Dogs Act 1978 and The Care & Protection of Animals Act 1975, were once again perused by Constable Ricca, Warden Benevides and the lawyer for the Department of Environmental Protection. Legal issues are still pending regarding legal phrasing.

### **OPERATIONAL SUPPORT DIVISION**

The Operational Support Division is the second largest Division within the Bermuda Police Service, with 43 Police Officers and 21 Civilians. The Commanding Officer is Chief Inspector Anthony Mouchette. The following Units are under the direct remit of the Chief Inspector:

- Prosecutions Department
  - ComOps
  - CCTV
  - Forensic Support Unit
  - Service's entire Vehicle Fleet
- In addition, he has administrative responsibilities for:
- Traffic Collision Investigator's Unit
  - Explosive Ordnance Disposal Unit
  - Emergency Response Team

The major objective of this Division is to provide professional and efficient support to front-line personnel on a daily basis during their major enquiries, investigations and response to calls for service. The Division recognises this can best be achieved through its Officers working in close partnership and cooperation with all other personnel and Departments within the Service, in order to gain the confidence and trust of the Bermuda public.

The work in 2004, of each of the independent Units under the remit of the Operational Support Division will now be reviewed.



## COMOPS

The ComOps Department (Combined Operations) is located within the complex of the Police Operations Compound in Prospect under the command of the Chief Inspector – Operational Support Division.

It is the centre hub for all radio communications within the Bermuda Police Service and allows for Officers to be contactable while they are on operational duty. The ComOps Dispatcher/Call-taker works in partnership with the front-line personnel to protect and serve the citizens and visitors in Bermuda.

This Department operates under a four-watch system, with the optimum operational strength per watch of one Sergeant and three Constables to provide 24 hours of continuous and efficient service to the public. The areas of responsibilities of ComOps are three tiered:

- 1) ComOps Department's primary function is that of dispatching Police units to calls for service from members of the public, and to provide computer-aided and other assistance to the responding Officers. ComOps staff utilises two major computer systems that interlink with the Police Computer (Aegis New World) System. They are:
  - The Transport Control Department (TCD) computer system which provides registration and ownership details, driving licence details of vehicle owners and road users and other relevant information of vehicles registered at the TCD
  - The Criminal Justice Information System (CJIS) which links the Magistrates Court System to that of the Police, and provides information on persons in contact with the court system as well as persons with outstanding warrants
- 2) ComOps Department is an integral part of the Emergency Medical Services 911 System (EMS) which includes Police, Fire, Ambulance and Harbour Radio. The ComOps Dispatcher/Call-taker answers all 911 emergency lines and ensures that the appropriate emergency agency is notified and attends to such calls for service. Additional duties include: Responding to calls for service from the public, including the monitoring of calls from the hearing impaired by the use of the TDD (Telephone Device for the Hearing Impaired), and ensuring that adequate

Police resources are available if needed for such calls for service and in the interest of Officer safety.

The upgrade of the 911 system has seen a switch from the old analogue telephone 911 system to a new digital system which provides such features as Caller ID, Call Conferencing etc. Future upgrades will consist of an enhanced 911 system which, in addition to Caller ID, will provide address information of callers to ensure faster and more efficient responses to calls for service.

- 3) ComOps Department is also the operational control and liaison in the event of a major catastrophe or incident involving the participation of all essential Government and private agencies. All activities are coordinated and controlled via ComOps in this capacity.

This action is usually parallel to the activation of the Emergency Measures Organisation (EMO). In addition to all of the above-mentioned duties and responsibilities of the ComOps Department, ComOps provides back-up monitoring of alarms of some Government agencies and residences, private businesses and some private residences. It provides active and effective response to calls for assistance from the various Alarm Monitoring Companies established on the Island and also some overseas Alarm Monitoring Companies.

In an effort to continue to provide quality and efficient service to the public and fellow Police Officers, and to provide back-up within the ComOps Department, personnel are presently undergoing intense computer training on the Police IBM AS400 and dispatcher training from software of the New World System. The end product will be a more efficient, effective and reliable ComOps Department with built-in back-up. The year 2004 also included training for three Reserve Police Officers attached to ComOps to provide supplemental support and much needed assistance.

Our policy is to have on duty, at any given time, dedicated, efficient and professional Dispatchers/Call-takers that will dispatch adequate resources to all calls for service in a timely and effective manner. We treat all calls for service with respect.

## CCTV

The Closed Circuit Television (CCTV) Unit is located in the Police Operations Compound (ComOps) at Prospect under the remit of the Chief Inspector – Operational Support Division. It is managed by one Police Constable whose duties also extend to operator and trainer.

The purpose of this CCTV Unit is to assist in the prevention, reduction and detection of crime, the maintenance of public order, traffic management and to enhance a sense of safety by members of the public.

At present, there are approximately 37 cameras which are strategically positioned within the City of Hamilton. With the use of advanced technology, these cameras are monitored from the CCTV Control Room by trained operators. Since its inception, the CCTV Unit has assisted in proactive prevention of crime and nuisance offences in the City; primarily reduction in cycle thefts, and begging, respectively.

2004 saw the digital upgrade to our system. With this upgrade, easy storage and live or recorded images became available for viewing and editing. The facility of instant playback and easy-to-use Graphical User Interface (GUI) provides for advance search capabilities and, most importantly, allows for complete efficiency of the System to be utilised by trained operators. In July, this upgrade was maximised to its fullest potential when it was used to assist in the reconstruction of an unfortunate drowning of a female who had driven her vehicle overboard, near to the area of the flagpole on Front Street, Hamilton.

Unfortunately, this valuable policing tool is not being used to its optimum as the system is not monitored on a 24-hour basis. New and improved training initiatives involving adequately trained ComOps staff ably assisted by Reserve Officers will soon be implemented, which will allow for more efficient and effective manning and monitoring on a continuous basis within a 24 hour period.

## PROSECUTIONS UNIT

The proposed and frequently discussed co-location of the Police Prosecutions Unit and the Department of Public Prosecutions has still not come to fruition, although an ideal physical location has been identified. These are the offices currently occupied by the Land Valuation Department on the second floor of Global

House, adjacent to the office of the Department of Public Prosecutions. Papers have been forwarded to Cabinet, meetings have been held with the Attorney General and the initial arrangement has been agreed in principle, but the final details, including a time frame, have still to be worked out.

The staffing level was further depleted with the loss of the Second in Command, Sergeant Cook, who returned to the Hamilton Criminal Investigation Unit as their Office Manager. A replacement was found but the placement was unsatisfactory. The Unit was running very understaffed for a large percentage of this reporting period, due to the above and the long-term sickness of another staff member.

The warrants team of Constable's Smith and Rollin was disbanded upon their return to full duties, but the occasional publication of 'Bermuda's Most Warranted' assisted in making the Service aware of who had the largest count of warrants against them. Again Constable Raynor, with the cooperation of the Bermuda Regiment, was able to clear up a number of warrants at the annual 'Regimental Boot Camp'.

With the assistance of Mr. Tracey Kelly of Hamilton Magistrates Court, the following is a list of matters that were dealt with during the reporting period. The percentage change, in parenthesis, over the previous year is indicated also.

<b>Traffic Tickets Issued</b>	<b>13,121</b>	<b>(+10.24%)</b>
<b>Parking Notices Issued</b>	<b>31,438</b>	<b>(+4.47%)</b>
<b>Criminal Matters Dealt With</b>	<b>1,105</b>	<b>(-15.06%)</b>

## Coroners Office

As has been stated previously, the length of time between an inquestable death taking place and the submission of the necessary file for review by the Coroners Office has not improved and far too many relatives of deceased persons are complaining about this inordinate delay. Currently, there are 14 outstanding matters that are more than six months old, nine of which are more than 18 months overdue. It is wrong for the next of kin to have to wait so long to obtain some kind of closure on the loss of their loved one, and to be able to settle their affairs following the issuance of the long-awaited death certificate.

During this reporting period, there were some 96 reportable deaths. Of these, 21 were inquestable. Below

are the unofficial, but probable causes of death:

Homicide	2
Overdose	6
Drowning	2
Road Traffic Collision (RTC)	7
Suicide	2
Coroner's Act 1938 Section 9	1

There is one matter that is still under investigation and four pending toxicology.

During 2004, there were 24 inquests into the deaths of 27 people. The findings of those inquests are as follows:

Misadventure	11
Drowning	9
Accidental	3
Overdose	2
Coroner's Act 1938 Section 9	2

#### SUPREME COURT OFFICE

The Supreme Court Office was, in the past, served by a substantive Sergeant attached to the Prosecutions Unit of the Operational Support Division. However, within recent times, and indeed in March 2004, the office staff was increased by two additional Constables from the now defunct City Patrol Unit to meet the demand for personnel to man two Supreme Courts sitting simultaneously on a regular basis. The Supreme Court Office staff is now represented by Sergeant Andrea Brown, Constables Volney Welch and Junior Durrant. These Officers have a combined total of 83 years of service with the Bermuda Police Service and have past experience in working in the Supreme Courts. The duties performed by the Supreme Court Office include: working with the Revising Tribunal to vet potential jurors that have been selected randomly from the Voter's Registration List; working with the Supreme Court Registry in the preparation and issuing of Supreme Court jury summons on behalf of the Provost Marshall for the six bi-monthly sessions during the year; the collating and the preparation of jury panels for the individual Supreme Court trials and jury supervision during trials, and Magistrates Court security, although this was performed only when there

were critical shortages in personnel. In 2004, the Supreme Court had a grand total of 93 criminal cases of which there were 79 convictions, 13 discharges and one no case to answer. There were 11 cases that were remitted from Magistrates Court for sentencing. There are 62 cases for 2004 still pending.

The summary of cases before the Appeal's Court shows that there were a total of 33 criminal appeals lodged and a total of 15 civil matters lodged. There is no statistical information as to the disposition of these matters. There were approximately 780 jury summonses issued for 2004.

#### OPERATIONAL TRAINING SUPPORT UNIT/ PUBLIC ORDER TRAINING

##### Firearms

##### Firing Range

The Emergency Response Team (ERT) consists of 22 volunteer Officers. As reported in the BPS 2003 Annual Report, work in renovating the Firing Range at the NASA site at Coopers Island started in January 2004. The intention was for the existing sanded bullet catcher 'Butts' to be replaced with a purpose-built metal bullet catcher. This had been proposed as being the best option to immediately stop any further environmental pollution being caused to that site. The plan also called for the existing facilities to be renovated by concreting the floor of the range, adding a drive-on door to allow vehicular access, completely renovating the existing storage rooms and toilet area and by installing a turning target system.

Unfortunately, that work took longer than expected. The metal bullet catcher was purchased and erected fairly quickly from a company in the United States, Savage Range Systems, incorporating a Snail Systems bullet trap. This trap utilised two angled plates which cause the bullets to enter a deceleration chamber, which allows the bullet to decelerate and then drop into a bucket which is collected for disposal.

The range is not 100% finished; there are a few minor issues that need to be addressed.

However, the ERT were able to start using the range in late summer and, due to that ability, we were able to advertise and run a Basic Firearms Course involving 12 volunteer Officers.

### Basic Firearms Course

This course started on 15th November, 2004, and was scheduled to run for four weeks until 10th December, 2004. The course is designed to teach the applicants about five weapon systems, namely the H&K MP5, the Glock 17 semi-automatic pistol, the Remington Shotguns, the M16 and the Arwen Baton Gun. The course also covers entry tactics, vehicle tactics, Law and Powers, Colour Code system, camouflage and concealment and Use of Force legislation. Eight Officers were successful in passing the course and were immediately promulgated in General Orders as ERT members. The ERT is therefore now fully up to strength.

### Firearms Incident Management Training

In September 2004, two Officers from the West Mercia Constabulary in England, arrived in Bermuda to conduct Firearms Incident Management Training. A number of Officers had received this training in 2002 and the majority of those Officers attended a two-day 'refresher' course.

### Training

Because of the delay in completion of the Range, existing Officers were sent on training courses to keep their standards at a high level. Without doubt, this was accomplished through the provision of an independent ERT training budget of \$50,000.00 for 2004/2005.

Courses were provided to qualify Officers to 'Instructor' status in the ERT primary weapon – the H&K MP5. It should be further noted that all the Officers attending were not only successful in passing the course, but it was evident that their shooting skills and abilities were of the highest level.

### Armed Operations

The following is a break-down of numbers of operations in which the Emergency Response Team were required to be deployed in 2004.

#### • Armed Escorts: 14

These included Bermuda Monetary Authority escorts and destruction of old currency and narcotics destruction escorts.

#### Armed Operations: 37

#### Major 'Firearms' Incidents 2004:

##### • February 2004

Narcotics arrested a male at Court Street who was found in possession of a Ruger handgun which he attempted to fire at Police.

##### • April 2004

A Football match at Wellington Oval resulted in 'gang' attacks, mainly with machetes and edged weapons. This incident resulted in several armed deployments either as arresting Officer cover/Court attendance cover/Retaliation intelligence.

##### • April 2004

Mr. Tony Blair, the Prime Minister of the United Kingdom arrived for a family vacation causing a weeklong deployment of Protection Officers. This was done in conjunction with Officers from the Metropolitan Police UK.

##### • 2004 Summer Parties

During the months of summer, several parties were covered after intelligence was received that gang related violence was expected.

##### • October 2004

Shots were fired at Summit View Drive, a Hamilton Parish residence. This resulted in several ERT armed deployments.

• ERT were used quite extensively during the search for a specific individual after receiving information that he was armed and committing robberies with edged weapons, and attempting to sell a firearm.

##### • December 2004

On Boxing Day, a murder by machete was committed and several days of ERT deployments were caused, ultimately resulting in the arrest of a suspect without incident, 3 days later.

### Equipment Purchase

During 2004, new sighting systems for the primary weapon were identified and purchased.

They were 'EOTECH' Holographic systems which allow the Officers to acquire targets faster, allowing both





eyes to be kept open and should they fail, the weapons 'Iron' sights can be utilised as a back-up.

New 'distraction devices' have been ordered and are en-route to Bermuda to replace the present device. This will keep us in line with Association of Chief Police Officers (ACPO) Guidelines and Policy.

#### **Overseas Assistance**

The Bermuda Police Service was able to send Officers to other jurisdictions throughout 2004:

##### **Anguilla**



Sergeant Maxwell attended this jurisdiction to assist in several murder investigations. Whilst there, he was required to carry a firearm, and it should be noted that he was instrumental in obtaining a confession to one of the murders.

##### **Cayman Islands**

After Hurricane Ivan devastated the Cayman Islands a combined group of ERT and PSU were deployed for approximately 10 days in September. The Officers were subjected

to harsh living conditions, but their assistance was invaluable.

##### **British Virgin Islands**

Sergeant Senior attended BVI with Chief Inspector Mouchette to assist with a review of the circumstances and command issues, during and following the hostage taking and shooting of the Commissioner of Police in that jurisdiction.

#### **Other Business**

The need for armed Officers to have adequate vehicles available cannot be understated. For quite some time now, the Light Duty Vehicle (LDV) assigned to ERT, has been 'permanently' loaned to PSU and another vehicle has not been assigned. It has caused several sponta-

neous incident deployments to be delayed, due to the lack of adequate transportation. The use of Driver Training Unit vehicles has been invaluable, but that can only be relied upon whilst ERT Officers continue to be attached to that Unit.

#### **Public Order**

##### **Equipment Purchase**

An independent equipment budget in 2004, greatly assisted in replacing old and failing equipment previously identified. However, the amount of equipment purchased is limited and we are still unable to fit and issue every 'Operational' Officer with this new equipment. New equipment purchased was:

- **Overalls:** Flame retardant
- **Helmets:** Argus 'crash helmet' type and at this time two types are utilised
- **Gas Masks/Filters:** AR10 replacement
- **Boots:** Previously identified as being the most critical for replacement.

The new boots identified were Magnum Protector ST which fully meet all UK requirements

- **Batons:** 26" Arnold Met Baton Replacements
- **Baton Ring Holders:** For above
- **Gloves:** Leather Padded and Nomex lined
- **Head-Overs:** Longer Nomex head-overs were identified as being required by Officers

It is hoped that the 2005/2006 Budget will further allow another amount for the continued purchase and replacement of equipment, and the ability to issue more Officers with proper equipment as required.


#### **Training**

Level I Training continued to be delivered to the PSU, but attempts to get previously trained Officers to attend training and keep their qualification current, proved disappointing. These Officers have been transferred to other departments and Divisional Officers were reluctant to allow them to attend the required one-day's training a month.

Level II Training was delivered to three of the four watches with only C watch not being trained. This was due to the unavailability of Instructors and lack of equipment for issue. It is anticipated that this Level II qualification (one day every 6 months) will be kept current into 2005.

Sergeant Baron attended the Metropolitan Police Public Order Training Facility in Gravesend, Kent, UK for a one-week attachment in November, 2004.





*Since its inception,  
the CCTV Unit  
has assisted in  
proactive prevention  
of crime and  
nuisance offences  
in the City;  
primarily reduction  
in cycle thefts,  
and begging,  
respectively.*

In late 2004, a 4th qualified Public Order Instructor was recruited on a five-year contract. It is hoped that Constable Derek Spencer will eventually be transferred to the Operational Training Support Unit.

A Joint Public Order Exercise was conducted in November, 2004, with Police, Bermuda Regiment and the Bermuda Fire Service taking part. On hand to observe this training was the Commissioner of Police, the Deputy Governor and Colonel Baxter, a UK Army representative from Washington, DC.

In December 2004, a Public Order Commanders Course was arranged through the Metropolitan Police Public Order Training facility at Gravesend. That facility was gracious enough to waive the costs involved in this training and Inspector Donnelly attended the course.

### Operational Incidents

The disorder expected to occur during Halloween and New Year's Eve did not occur.

It is not known whether the increased Police presence during both periods was successful or not, but it is encouraging that large-scale disorder (other than the Wellington Oval Incident – where there was no prior intelligence available ) was not an issue during 2004.

### Officer Safety

#### Training

Officer Safety has continued to be delivered to the Recruit Foundation Courses and to Operational Policing Divisional Officers throughout 2004.

The following courses were conducted during 2004:

Basic ASP Baton Certification	4
Basic Rigid Bar Handcuff Certification	4

In addition to this training, the required annual re-certification training was conducted by all four Watches early in the year during the January/February period.

During 2004 the following reports were recorded:

Record of Assault/Threatened Use of Force	31
Officers reporting Injury within above incidents	13
Officers reporting weapons being used (in above incidents)	10

Also received were five ASP Baton Use of Force reports.

### Equipment

Replacement handcuffs, batons and holders/pouches for each Officer were purchased during 2004.

Also purchased were larger 'retention end' caps for the ASP batons. These assist Officers in retaining hold of the batons during strikes. They were distributed Service-wide and Officers have the choice of the regular 'end' cap or the larger 'retention end' cap.

It should be noted that the 'REDMAN' suits purchased several years ago, which are used in realistic training, are starting to fail. Replacements are hoped to be purchased in the coming year.

One of the more disturbing trends of the year was the amount of equipment being either lost, stolen or mislaid. This trend is disturbing in that all pieces of equipment are individually marked with serial numbers, but that does not appear to help in recovering these items.

A further disturbing trend is the apparent lack of personal effort in maintaining the issued Personal Protective Vests.

On a more positive note, all Uniformed Vehicles have now been supplied with two Public Order 'Round' Shield and two 26" Arnold 'Met' batons.

A reported missing Protective Vest was recovered in November, 2004, during a warrant search.

### FORENSIC SUPPORT UNIT

The Forensic Support Unit is charged with the examination and photography of all crime scenes and investigations, including incidents that occur in other Government Departments. This is accomplished by the collection of any forensic evidence such as fingerprints, footprints, hairs, fibres, biological material or any other item that assists in the identification of the person responsible for the crime, or in determining how an incident occurred. The Unit is also involved in the preparation and presentation of such evidence for court cases.

During the year 2004, the Forensic Support Unit dealt with a total of 1,454 incidents. These were comprised of the following:

Burglary & Stealing Offences	862
Assaults, Indecency, Sexual Assaults & Threats	158
Misuse of Drugs Offences	86
Wilful Damage	86
Robberies	34
Sudden Deaths	30
Road Traffic Collisions	54



<b>Murders &amp; Attempted Murders</b>	<b>2</b>
<b>Miscellaneous and Internal Requests</b>	<b>142</b>

Members of the Unit's staff were called outside of regular duty hours on 61 occasions during the year to deal with various incidents.

The Unit carried out fingerprint examinations in 900 of the incidents assigned. Latent marks were developed and submitted in 414 cases – a recovery rate of 46% – and resulted in 125 identifications by the Fingerprint Department, the third highest yearly total on record.

The Unit also undertook photographic assignments in 552 incidents and digital photographic technology was utilised in a number of these.

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

Members of the Unit bade farewell to Ms. Crystal Rogers, its first civilian crime scene investigator, who served with the Unit for five years.

#### **FLEET MANAGER**

The Police Garage Workshop is under the remit of the Operational Support Division and ensures that vehicles are maintained and available to all Units to respond to calls for service in a timely manner.

At present, there are two vacancies which are hoped to be filled by 2005. Mr. Errol is the most recent member of this cohesive team and is making a great impact with his vast knowledge and experience. His commitment is really appreciated. Mr. Rupert Knight, Garage Foreman and Mr. Eugene Smith, Mechanic, are doing a great job in keeping the vehicles in great condition to fulfill the needs of the Police Service.

Other members of the team are Mr. Fredrick Butterfield, Body Technician, Mr. Patrick Butterfield, Cleaner and Mr. Rudy Loader, Cycle Mechanic.

Training remains the most important aspect with the garage staff, in order to keep abreast of technology changes with the purchasing of every new vehicle. In addition, a garage staff member attended two courses, namely, 1) Manager as Developer, and 2) Leadership. The

Leadership Course was also attended by another member of the garage staff. Both courses were conducted at the Government Human Resources Department, and placed emphasis on management to communicate efficiently with the staff using the SMART objectives. Training has also been completed with the Diesel Generators. This should eliminate any problems that may occur during the hurricane season.

Hurricane Fabian caused great damage to the Body and Paint shop roof resulting in work coming to a standstill, leaving us with no option but to outsource most of the Body and Paint work. This problem forced us to create a partnership with the Principal and staff of the nearby CedarBridge Academy to use their Body and Paint facility to fulfill our needs. A partnership has now been fostered with the Bermuda Police Service and the students of the Academy. This partnership allows the staff to go up to the school and the students to come into the garage, where the garage staff can conduct training courses on new technology and give them practical experience in the Body and Paint and Mechanics shop.

The Fleet Manager participated in a conference held in Swindon, UK. This proved successful to the Police Service as we can now order vehicle parts directly with delivery in three days, thus reducing the down-time to have vehicles back in service. The trip to the UK also allowed the Fleet Manager to see the different types of PSU vehicles used by the Metropolitan Police, and the best emergency equipment that will be of benefit to the Bermuda Police Service. This includes run-flat tires and Run Lock, which are very important pieces of equipment that allow the Officer to remove the ignition key from the vehicle with the engine running and the emergency lights on after arriving at a scene, without draining the battery. This eliminates vehicles being stalled and allows the Officer to resume normal duties in a timely and professional manner.

Esso Bermuda will be installing a new gas card system. The Service will have a card attached to every vehicle carrying the entire vehicle information. This card will allow the garage cost clerk to monitor the amount of fuel used by all vehicles for each month and charge the respective departments.

The garage staff remains a cohesive team committed to providing the highest quality of service and, with that commitment, ongoing training and improvement.



We are convinced that the Bermuda Police Service will continue to be well-equipped to ensure a safe, secure and peaceful Bermuda for all...*because we care.*

## **NARCOTICS DIVISION**

Superintendent Larry Smith is in his sixth year as the Narcotics Divisional Commander.

The primary mandate of the Division is the enforcing of the Misuse of Drugs Act 1972, and to ensure those persons who infringe the Act are brought to justice.

The Narcotics Division remains committed to its interdiction efforts in cooperation with HM Customs through a Memorandum of Understanding (MOU).

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

The Division maintains its close liaison with HM Customs and numerous other drug enforcement agencies globally. These partnerships continue to create strong bonds as we all fight this drug menace.

We extend our appreciation to the entire Bermuda community for your continued support. Please know that the war is not over until we win.

Overall, the Division had a very good year, successfully dismantling a number of drug rings associated with the importation of drugs using the Cruise Ships and the Bermuda International Airport.

The Division continues to train its Officers in drug investigative techniques at the Caribbean Regional Drug Law Enforcement Training Centre in Jamaica, West Indies, and the Drug Enforcement Administration (DEA) Training Centre in New Jersey, USA.

### **K9 Unit**

This year has been a very productive one for the K9 Unit as a whole. We started the year with four K9 teams; Sergeant Ian Coyles and K9 ROKKI, Sergeant Brian Mello and K9 MAX, Constable Andrew Rollins and K9 HUTCH, and Constable Denise Downey with K9 RENA. We also work very closely with HM Customs who provide us with the services of their canine team of Customs Officer Tim Hayward and K9 NICOS.

In August, K9 RENA was ably replaced with K9 ARRAS and the Unit was increased by one team, Constable Ascensius Jean Baptiste and K9 RUDIE. All the dogs are Belgian shepherds, or Malinois, who are trained to locate the odours of Cannabis, Cocaine, Heroin, Methamphetamine and Ecstasy. They have also had basic training in tracking and aspects of patrol work.

The Unit has gone from strength to strength over the past ten years, not only in the amount of dogs we have, but in the amount of work we require from them, and the variety of areas that we ask them to cover. For example, at the airport, where everything from the planes; holds, trash, catering and seating, to passengers, baggage, freight, mail and courier packages, are scanned by the dogs. The list goes on to include the docks, cruise ships and arriving yachts, as well as providing assistance with search warrants and street work.

The year has seen the Unit make a record number of seizures on the cruise ships and in the mail, and we continue to assist the Narcotics street team, the airport Combined Enforcement Interdiction Team, the Cruise Ship Enforcement Team and the Police Support Unit, to make seizures in their respective areas of work. This year especially, we have shown that the canine teams are an invaluable and essential weapon in the Police Services' arsenal. All credit goes to the Officers who handle and care for these dogs, considering the hard work and effort they invest in maintaining the quality and standards set by the Unit.

## **CRIME SUPPORT DIVISION**

### **SERIOUS CRIME UNIT**

During 2004, the Serious Crime Unit (SCU) again had a very successful year in solving serious crime. We have recently seen an increase in incidents involving firearms and gang violence. This unit has had enormous success in dealing with these investigations in a swift and professional manner, placing offenders before the courts and ensuring the public's confidence in the Bermuda Police Service response to these types of incidents.

The following are a few of the serious incidents investigated by the SCU during 2004:

- Cornell Jones Murder Enquiry
- Nicholas Dill Murder Enquiry



- Attempted Murder of Police Officers (firearm recovered)
- Conspiracy to Murder Police Officers
- Attempted Murder of Michael Easton
- Serious Sexual Assault (two counts), Wounding (two counts) & Burglary (two counts) on three females by Shane Todd
- Attempted Murder of Tariq Foster (Wellington Oval Gang Violence)
- Attempted Murder of Torrick Williams (Gang Violence)
- Other Sudden Death Enquiries due to natural causes and drug overdose
- Several Firearm and Gang Violence Incidents

Significant achievements for this Unit during the year

are as follows:

- A significant achievement in the Supreme Court was the conviction of several defendants in the Dwayne Trott Attempted Murder Enquiry in the year 2001. As a result, three men were imprisoned for 18 months, three years and seven years respectively.
- The Unit recovered an air pistol, ammunition, several stun guns and other weapons that are classified as Prohibited Weapons
- Established a strong partnership with overseas authorities such as the Jamaican Police Force and the Federal Bureau of Investigations (FBI) during the Conspiracy to Murder Police Officers Enquiry, Shaundae Jones Murder Enquiry and the Attempted Murder Enquiry of Michael Easton

*As the Head Office of a prestigious international company, the XL building was constructed of the highest quality and up-to-date materials. Its frame is made of structural steel encased in concrete and thermal insulating material with fiberglass reinforcement. Hurricane enhanced windows*



*were installed throughout the complex for superior protection. However, at the same time, sun shading and external structural elements were designed to interpret Bermudian characteristics in a fresh way, while still respecting the local vernacular and traditions.*

- Members of this Unit received additional training overseas and locally. In Supreme Court trials this Unit's knowledge of disclosure has escalated to a very high level, obtaining all the necessary understanding of what is required to be disclosed to the defence prior to the trial
- The interaction between the SCU and the Intelligence Unit continues to prove extremely important in gathering information on firearms and gang violence
- The assistance of other internal departments such as ERT, PSU, VCU, CIU and Narcotics have played an important role in our investigations and operational orders and we wish to thank them for their assistance
- The assistance and support of our civilian staff and members of the public are also gratefully acknowledged and appreciated.

Overall, 2004 was a very successful year for SCU. The Officers in this Unit continue to show great commitment and dedication to their work, ensuring that both the public and the organisation's demands are met. We would like to thank all members of the Bermuda Police Service, the DPP's office and other local and foreign agencies for their assistance in another year of success, and in our efforts to ensure that Bermuda is a safe place for all.. *because we care.*

#### CRIME MANAGER

The year in review was characterised by change and the hard work of the Bermuda Police Service investigative units in adapting to those changes, and prioritising their operations to address constantly shifting crime trends.

In April 2004, the previous Crime Manager, Detective Chief Inspector Andrew Boyce, moved on to head-up the Criminal Investigation Units. As the first-ever Crime Manager for the Service, Detective Chief Inspector Boyce had successfully 'blazed the trail' for his successor by steadfastly reinforcing the strategic intents of the post as they relate to the Crime Management Strategy. Under this strategy, the Crime Manager is empowered with authority that supersedes divisional boundaries to ensure the deployment of appropriate measures and resources to manage crime. Some of the more important functions of the post include:

- Having a central role in overseeing Service-wide crime strategies

- Being directly concerned with day-to-day management of crime and reviewing real-time crime data
- Helping ensure that appropriate resources are deployed to all serious and series crimes
- Informing Senior Management and Divisional Officers of developing and emerging crime trends

The year was very busy across most crime categories during various periods. During the summer months, the Bermuda Police Service conducted an island-wide series of proactive policing operations that targeted a broad spectrum of anti-social behaviour. These operations brought together disparate specialist Police units, supported by the Bermuda Reserve Police, to focus on a variety of offences simultaneously. The Vehicle Crime Unit worked closely with the Traffic Enforcement Unit, the Narcotics Division, the Serious Crime Unit, the Intelligence Division and the Police Support Unit, targeting offences that included speeding, vehicle removal, offensive weapons, public order offences, warrants and drug possession. The catalyst for this initiative was an increase in offences involving youths and men conducting themselves with a 'gang mentality'. By the first week in October the rate of offending for burglary offences had more than doubled since the second quarter, due to the simultaneous release from prison of a dozen 'career burglars'. This relatively small number of persistent offenders was responsible for a disproportionately large number of burglaries committed in tightly-defined geographic areas, often to support drug addictions. Typically, their rate of offending accelerated over time until they were arrested. A formal crime reduction strategy was implemented that involved the establishment of a special team of investigators, supported by timely intelligence products, observations operations and surveillance teams deployed against target criminals. The initiative, like others conducted throughout the year, illustrated the high degree of success that can be attained through the intelligence-led targeting of Police resources by disparate Units working together in a cooperative and coordinated manner.

From a more strategic perspective, the Crime Manager also played an active role in the establishment of a clearer policy on procedures for breaches of probation orders. This initiative addressed the perennial problem of repeat offenders committing offences while on probation. In many cases, proving the breach of the probation order was easier than proving the commission

of a new offence and just as effective in disrupting the behaviour. The Crime Manager also contributed towards several legislative reviews – particularly the Criminal Code Amendment (No. 2) Act 2004, which came into force with effect from 3rd December, 2004. In addition to providing increased powers of arrest in relation to a



variety of assaults, this important amendment provides for stiffer sentences and increased penalty zones.

#### COMMERCIAL CRIME DEPARTMENT FRAUD UNIT

The Fraud Unit currently has an establishment of one Detective Inspector, one Detective Sergeant and three Detective Constables. During 2004, the Unit was operating understaffed, often with only one Detective Constable and on occasion, with two Detective Constables.

The following shows the number of fraud related crimes reported in the year 2004 compared with the previous year:

	2003	2004
Advance Fee Fraud letter/e-mails	682	185*
Bermuda Monetary Authority (BMA) Enquiries	267	180*
Fraud Intelligence	50	35
Counterfeit Currency	50	21
Fraud Investigations	73	78

The total dollar amount of reported fraud for 2004 was \$10,339,292.95 as compared with \$1,132,513.00 for 2003.

\* Although the figures would suggest that Advanced Fee Fraud letters are on the decrease, this is not in fact the case. The letters have become so prevalent that it is no longer possible to accurately document and record their

numbers. The Fraud Unit has adopted a new strategy with respect to the Advance Fee Fraud emails. Recipients of such emails are now advised to forward the letters to the abuse department at the respective email providers, for example [abuse@yahoo.com](mailto:abuse@yahoo.com). Only if a complainant has lost money to the scam artists is a case



entered in relation to the letters. Cases of note for 2004 include the following:

- Fraud by Company Official**  
 The suspect had financial control over the three bowling leagues of Bermuda. During the course of a year, she wrote a total of \$617,000.00 worth of unauthorised cheques, \$63,000.00 of which is still unaccounted for
- Unauthorised Access to Computer Material**  
 An employee of North Rock Communications Ltd. left the company, taking with him sufficient technical equipment to access the wireless system from home and effectively steal one half of North Rock's wireless broadband capability
- Stealing by Servant**  
 The Department of Immigration reported that an employee had been stealing large quantities of cash and cheques totalling \$3.5 million (\$400,000.00 in cash)
- Stealing by Servant**  
 Lindo's Market reported that three cashiers have been forging merchandise returns and had stolen \$80,000.00
- Stealing**  
 Capital G Bank reported that an individual had stolen money by writing company cheques, made payable in cash in the sum of \$248,000.00, and cashing them through a friend employed at the bank
- False Pretences**  
 Medical Risk Associates is a scam insurance company domiciled in the United States. The company had been selling fraudulent insurance coverage to medical prac-

*Like XL, the BPS is constantly abreast of the latest technology and resources. This keeps the BPS at the forefront of modern policing standards and provides the best possible structure, security and protection for Bermuda.*



tioners throughout the States and has issued over \$1 billion's worth of fraudulent policies. The company is purportedly operating from Bermuda and has a bank account at the Bermuda Commercial Bank with a balance in the region of \$8 million

- **False Pretences**

An investigation is ongoing into a fraudulent investment company in which four persons have been induced to invest over \$2 million dollars.

The Bermuda Monetary Authority (BMA) contacts Police on a regular basis to perform background checks on people associated with companies in Bermuda. Although the figures for 2004 would suggest that the BMA enquiries have also decreased; this is also not the case. In fact, the requests have increased to the extent that forty or fifty enquiries are now often entered on the one case number. It may well be that in the near future, these requests will become too numerous for the Fraud Unit to manage.

The training of staff in the Fraud Unit was limited to one Officer who attended an Advanced Fraud Investigators Course in Miami, hosted by Dade County Police and a Fraud Investigators Course in Ontario, Canada.

The Fraud Unit maintains an excellent relationship with the media in providing valuable information to the public on various scams, solicitations and warnings on counterfeit currency.

A business plan for the Fraud Unit was submitted in 2004, in the hope that the Unit can be expanded to include additional investigators and professional support staff in order to manage the ever-increasing fraud and international investigations.

There were no significant capital acquisitions by the Fraud Unit in 2004.

#### FINANCIAL INVESTIGATION UNIT

The FIU currently consists of a civilian Analyst and eight Police Officers; a Detective Inspector, two Detective Sergeants, and five Detective Constables. One further Detective Constable was on secondment to the FIU from Avon & Somerset Constabulary, UK, in the capacity of consultant. His contract expired at the end of September 2004, and the Officer returned to the UK. As a result of a business plan submitted in late 2002, highlighting the need to increase the numbers of staff, the FIU saw addi-

*The success of  
the Division in 2004  
was largely a result  
of the hard work  
and tireless efforts  
of all members  
of the Division  
and they deserve  
high accolades for  
their excellence.*

tional Constables join the unit during 2004, making the current establishment. A civilian position of FIU Analyst that was created in that business plan was filled during 2004. Further positions of an additional Detective Sergeant, a civilian Forensic Accountant, and a civilian Administrative Assistant have also been created and are still vacant.

Some training courses and conferences were attended by members of the Unit during 2004, as follows:

#### Overseas:

- **Financial Investigation Training Course** hosted by the Assets Recovery Agency, Financial Investigation Centre of Excellence, London, UK. (one Officer)
- **Advanced Financial Investigator's Course** hosted by the Caribbean Anti-Money Laundering Programme (CALP) in Barbados. (three Officers)
- **Egmont Group Plenary Meeting & Heads of FIU Conference** in Guernsey, Channel Islands, UK. (one Officer)
- **Caribbean Financial Action Task Force (CFATF) Plenary Meetings & Regional Heads of FIU Conference** in Trinidad & Tobago/Panama. (one Officer)

#### Local:

- **Audio Tape Recorded Interview Training Course** held at Bermuda Police HQ. (two Officers)
- **Training Seminar on "Disclosure in Criminal Cases"** hosted by the Director of Public Prosecutions at the Elbow Beach Hotel, Bermuda. (three Officers)
- **Basic Financial Investigator's Course** hosted by the Caribbean Anti-Money Laundering Programme (CALP) at Bermuda Police HQ. (16 Officers from various Police departments and HM Customs)

The number of suspicious activity reports (SARs) or disclosures received by the FIU from local financial institutions, pursuant to the various Proceeds of Crime legislation, decreased from 275 in the year 2003, to 161 in the year 2004. This decrease was mainly due to a significant fall in the number of disclosures made by one particular regulated financial institution. The total value of suspect monies forming the basis of those 161 suspicious activity reports made in 2004, amounted to \$441,480,459.91. A breakdown of those disclosure figures shows the number of suspicious activity reports made during 2004 as follows:

<b>Banks</b>	<b>141</b>
<b>Bermuda Stock Exchange</b>	<b>1</b>
<b>Collective Investment Schemes</b>	<b>1</b>
<b>Investment Providers</b>	<b>5</b>
<b>Long-term Insurers</b>	<b>2</b>
<b>Non-regulated Institutions</b>	<b>11</b>

The 161 disclosures received were generally of high quality and required extensive enquiries. However, with limited resources to investigate, only four money laundering investigations were commenced during 2004 resulting from disclosures received.

There was one successful prosecution for money laundering in 2004. This matter related to an enquiry carried over from 2002/2003, in which some \$136,000.00 of drug related proceeds was laundered on 36 separate occasions, during a nine-month period. The defendant was subsequently convicted on a sample of five charges of money laundering, amounting to \$35,000.00, and sentenced at Supreme Court to 18 months imprisonment suspended for two years, 18 months probation, and 180 hours of community service all to run concurrently.

Ongoing money laundering investigations that were continued during 2004, resulted in two arrests. One case in particular involved the entire resources of the FIU for almost five months. A total of four Officers travelled overseas on separate occasions during the year, in different cases, to interview witnesses in the UK and USA. In addition, there were also substantial cash seizures made during 2004. In all, there were five separate cash seizures amounting to a total of \$56,637.00 and deposited into the Confiscated Assets Fund. These monies remain subject to a cash detention order, pending forfeiture applications being made.

During 2004, the FIU received 13 notices from within the Bermuda Police Service relating to drug trafficking arrests, and a further three notices relating to relevant offence arrests. As a result, financial investigations were commenced with a view to making applications for confiscation orders under the Proceeds of Crime Act. In furtherance of all financial investigations in 2004, some 211 court orders were obtained as investigative tools.

There were six forfeiture orders pursuant to section 37 Misuse of Drugs Act 1972, made during 2004, amounting to a total of \$18,122.27. One of these involved

the forfeiture of a private motor vehicle which was sold and the proceeds deposited into the Confiscated Assets Fund. There was one confiscation order pursuant to section nine of the Proceeds of Crime Act 1997 made during 2004, amounting to \$20,660.00.

Other cases dealt with by the FIU during 2004, can be highlighted as follows: Overseas enquiries (23), Overseas enquiries received from Egmont Group members (26), BMA enquiries two, and financial information requests (160).

Throughout 2004, the FIU continued to maintain its partnerships with the local financial community, the Bermuda Monetary Authority, the Ministry of Finance, the National Anti-Money Laundering Committee (NAMLC), and HM Customs. In addition, the FIU further developed its partnerships with overseas bodies and agencies such as the Caribbean Anti-Money Laundering Programme (CALP), the Egmont Group (an international body of national FIUs), the Financial Crimes Enforcement Network in the USA, the US Drug Enforcement Administration (DEA), and various Police and investigative agencies and counterpart FIUs worldwide.

In terms of engaging the Policing Strategy for the Community during 2004, the FIU continued in partnership with the National Anti-Money Laundering Committee on a public awareness campaign with local financial institutions, with some 31 presentations and lectures given during the year dealing with subjects such as "Suspicious Activity Reporting", "Know-Your-Customer" policies, "Due Diligence", and the "Role of the FIU". A further three presentations were given to members of the Bermuda Police Service attending Training Centre courses dealing with Confiscations, Cash Seizures, and the Role of the FIU. The FIU also continued to distribute money laundering awareness posters amongst members of the local financial and retail sector. This project is still in progress.

The only major capital expenditure made by the FIU during 2004, related to new desktop computers for the current staff, as well as units purchased for the approved additional vacant positions. Furthermore, as a result of damage caused by Hurricane Fabian in September 2003, the FIU had to vacate its permanent office located in the McBeath Building at Police Headquarters. In November 2003, the Unit took occupancy in temporary office space in the Emporium Building, Front Street, City of Hamilton

where it has continued to operate from throughout 2004.

Significant achievements of the FIU during 2004 can be highlighted as follows. In October 2004, after a lengthy investigation, the first successful prosecution and conviction for a money laundering offence in Bermuda was obtained. In addition, in July 2004, the Detective Inspector was selected to assist the Caribbean Financial Action Task Force (CFATF), with their mutual evaluation programme on a country anti-money laundering assessment made of Belize.

#### JUVENILE AND DOMESTIC CRIME UNIT

The following is a synopsis of the crimes or incidents reported to the Juvenile and Domestic Crime Unit (JDCU) during 2004, and resulting in investigations being carried out:

<b>Murder</b>	<b>0</b>
<b>Sexual Assault</b>	<b>24</b>
<b>Unlawful Carnal Knowledge</b>	<b>19</b>
<b>Assaults</b>	<b>11</b>
<b>Child Abduction</b>	<b>1</b>
<b>Child Neglect</b>	<b>11</b>
<b>Children's Act Investigations</b>	<b>19</b>
<b>Child Abuse</b>	<b>8</b>
<b>Annoying Telephone Calls</b>	<b>157</b>
<b>Missing Persons (Adults)</b>	<b>61</b>
<b>Missing Persons (Children)</b>	<b>109</b>

During 2004, there were 63 recorded sexual offences reported to the Bermuda Police Service. Of these, 43 or 69%, were investigated by the JDCU. Over a period of the past three years the JDCU has consistently investigated 68% of all reported sexual offences, which implies that approximately 68% of all reported sexual offences are committed against children, being persons under the age of 18 years.

Significant cases dealt with and prosecuted during the year 2004 include:

<b>Karim Sallahuddin</b>	<b>Life Imprisonment Murder</b>
<b>John White</b>	<b>25 years Imprisonment 10 sex offences</b>
<b>Jason Darrell</b>	<b>7 years Imprisonment 4 sex offences</b>

*The Fraud Unit maintains an excellent relationship with the media in providing valuable information to the public on various scams, solicitations and warnings on counterfeit currency.*

The following is the staffing levels for the Juvenile and Domestic Crime Unit during 2004. Established positions are one Inspector, one Sergeant and five Constables.

- **January – December 2004**

One Inspector, one Sergeant, four Constables.

It should be noted that during the course of the year Detective Sergeant Clarke was away from the office for long periods having been assigned to other duties, and due to an injury received on duty. Detective Constable DeSilva resigned from the Service. Detective Constable Burrows was appointed to the Unit. The Unit however remained under strength by one Constable.

A new Secretary, Ms Sondra Choudhury was also appointed to the Unit and to assist other personnel working within the offices at Chancery Lane, City of Hamilton. Courses attended by JDCU personnel during 2004:

- Detective Inspector **Giles** – Enhanced Cognitive Interview Course, Bermuda
- Detective Sergeant **Clarke** – Advanced Homicide Investigators Course, Miami, Senior Investigation Officers Course, Bermuda, Enhanced Cognitive Interview Course, Bermuda
- Detective Constable **Tankard** – CIU Course, Bermuda, Joint Child Protection Investigation Training, UK, Enhanced Cognitive Interview Course, Bermuda
- Detective Constable **Foggo** – Enhanced Cognitive Interview Course, Bermuda
- Detective Constable **Rock** – Enhanced Cognitive Interview Course, Bermuda, Sexual Crimes Investigation, Miami
- Detective Constable **Burrows** – Enhanced Cognitive Interview Course, Bermuda, Sexual Crimes Investigation, Miami

#### **Enhanced Partnerships**

The Unit remains committed to enhancing and improving on partnerships with other agencies, having a vested interest into the welfare of children. Regular meetings have continued with the supervisors of Child and Family Services to discuss and develop successful resolutions to ongoing cases and incidents involving children. Unit members have attended meetings of the committee to examine Youth Offending and to develop a national strategy to counter young offenders.

The Unit has maintained relationships with the Probation Services and continues to actively assist in



checking clients who are the subject of curfew orders. In addition Unit members have attended meetings to develop a policy and procedure for dealing with those persons who breach curfew orders. This has involved liaison with the Court Service Department, the DPP, and the Department of Family Services.

A close liaison continued with the Sexual Assault Response Team (SART) at both the operational and executive levels. Initiatives for joint training between the SART nurses and the Police are encouraged, and Unit members are actively involved in the developing SART initiatives. The development of a strategy and mission statement for SART is ongoing, along with awareness presentations being made to Government ministries for the creation of a SART ownership programme and budget facilities.

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

A policy paper has been developed by the Unit head on the issue of Missing Persons, both in Bermuda and elsewhere. Training for Unit personnel is planned for the better discharge of duties in this regard; including follow-up procedures to prevent re-occurrences.

Enquiries have been made into the development of a Domestic Violence Policy; for the better understanding of the Service towards domestic violence, the role and response of first response Officers and the recommendation for the establishment of a Domestic Violence Liaison Officer. Interdepartmental liaison remained as a priority with both the CIU, and the CBO of the Community Safety Department. This allowed for the sharing of information and resources for the protection of children, the recovery of missing persons and identifying causes and offenders in annoying telephone calls. Unit members assist the Serious Crime Unit with investigations as directed.

### **Quality Focused Investigations**

Emphasis on quality focused investigations remained a priority. Not all matters reported to the Unit required becoming a matter for prosecution. Unit members are, however, often required to apply a great deal of time to arrive at suitable resolutions to problems that are reported. The overall reputation of the Service is reliant on an emphasis towards community policing and application of the core values to the best of our ability. To this end, the Unit applied a great amount of time assisting other agencies in the care and welfare of children.

### **Diversion from Crime**

The Unit members continued to support a policy of cautioning offenders where such action would be in the best interest of the child victim, and the offender; especially if suitable treatment and counselling could prevent further offending. Interagency liaison continued, especially where parents could benefit from some form of addiction counselling, anger management and parenting skills generally.

### **New initiatives during 2004:**

- **Audit of offences**

Unit supervisors maintained a thorough audit of the outstanding workloads with a view to the quick disposal of those matters that have no likelihood of a successful conclusion. Computer entries are routinely monitored for accuracy and for the correct classification of incident or offence. The Detective Sergeant in consultation with the IMS Department, has created new class codes to better identify the various incidents and crimes as they relate to children and the Children's Act 1998.

- **Targeting offenders – Computer pornography**

Detective Sergeant Clarke has worked closely with Government Ministries for the development of new legislation to govern pornography in Bermuda, especially as it relates to child pornography accessed over the Internet. It is expected that appropriate legislation will be forthcoming to prevent the downloading, sharing and publishing of such material. A remedy also continues to be sought in the issue of registration and control of known sex offenders.

- **Domestic Violence Liaison Officer (DVLO)**

As previously mentioned, an ongoing dialogue has been established to determine the merits of appointing an Officer dedicated to dealing with issues surrounding domestic

violence. The role of the DVLO is the development of long-term interventions and strategies for dealing with victims of domestic violence, providing follow-up support and practical advice to victims, and providing intermediary services between the Police and other agencies. To this end, recommendations are being made to senior management where it is suggested that such on Officer should fall under the remit of the JDCU.

## VEHICLE CRIME UNIT

The Vehicle Crime Unit has been an established section within the Bermuda Police Service since the 1970s. Many changes have been seen within the Unit over the years, not least, the changing of the name from the original 'Cycle Squad' to Cycle Crime Unit, to the present one of Vehicle Crime Unit (VCU).

The small, but dedicated Unit's aims and tasks are to investigate all forms of vehicle crimes, primarily investigating stolen cycles, but also to investigate the theft of other types of vehicles from heavy trucks to golf carts.

The Unit is staffed by one Detective Sergeant and nine Detective Constables amongst which is counted the Service Vehicle Impound Officer, Constable John Moore. The office used a number of vehicles to aid in their day-to-day endeavour, ranging from a large flat bed truck with hydraulic capabilities, the Suzuki GSX750cc patrol motorcycles, and the formidable KTM 640cc off-road motorcycle, to the Toyota Land Cruiser used for general patrol duties and the movement of arrested persons and Officers alike.

The VCU has again, this past year, assisted other departments within the Service, working especially close with the PSU and Traffic Enforcement Unit over the summer concert season, and lending Officers to the Serious Crime Unit and Commercial Crime Unit to help in major investigations.

The Unit has produced outstanding results in the prevention and detection of vehicle crime, boasting a huge drop in the number of stolen cycles for the year 2004, to a low of 797 of all types of cycles stolen, a drop of 25.44% from the previous year's high of 1,069 stolen cycles.

As usual, Pembroke led the way with the highest number of cycles stolen for the year 2004. Of the cycles stolen in the Pembroke area, a full 174 cycles were stolen from the City of Hamilton, some 21.8% of all the

cycles stolen for the entire year. Of all makes of cycles, the most popular stolen is Honda, followed closely by Yamaha then Suzuki brand cycles.

These trends however, are encouraging and the VCU will continue to strive to reduce the numbers of cycles stolen each year. With the promise of new technologies being introduced later this year, Officers within the Unit envision a further reduction in this most insidious and annoying of crimes.

## INTELLIGENCE DIVISION

### Overview

The Intelligence Division comprises the Drug Intelligence Unit, the Crime Intelligence Unit, Crime and Drug Prevention Unit, Intelligence Support Unit, Special Branch, Criminal Records Office, Crime Stoppers, Crime Statistics Unit, and Police personnel at the Joint Passenger Analysis Unit at the Airport. In 2004, the Division was managed by Superintendent Randolph Liverpool, assisted by Detective Inspector Beverley Pitt, the Intelligence Manager.

Throughout the year, the Division focused on its adopted motto and primary goal – 'Satisfying our Customers' – that being, satisfying all the other Departments/Units of the Service. To this end, significant improvements in the delivery of quality service were accomplished.

In early 2004, a diagnostic review was conducted by the Officer in Charge of the Division, including extensive consultation with members of the Division. Strengths and needs for improvement were identified, and goals and objectives were formulated in order to effect substantial improvements.

Goals and objectives that were accomplished include; the quality of service to our customers, and ultimately to the community, which has been substantially improved; the Division has been transformed into a more proactive team; adequate resources have been provided and maintained; adequate training of staff has been provided; partnerships have been expanded, both locally and overseas; and the Service is more educated about the role of the Intelligence Division and the concept of intelligence-led policing.

However, one drawback is that the post of the Intelligence Analyst has not yet been filled. Attempts were made to fill the post, but we failed to attract suitable applicants. Additional efforts, through a new advertising strategy, are now being made to attract suitable applicants.

The success of the Division in 2004, was largely a result of the hard work and tireless efforts of all members of the Division, and they deserve high accolades for their excellence. The Intelligence Division has become of immense value to the rest of the Service. This is evident in the increased and overwhelming demands for service, which are constantly placed on the Division, by all other members of the Service.



#### **SPECIAL BRANCH/GOVERNMENT SECURITY UNIT**

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

The Unit 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 Unit also conducts vetting enquiries, technical surveillance counter measures and is responsible for the security of local and visiting VIPs. From a Government Security perspective, the Unit coordinates protective security policy throughout Government, and helps to ensure the security of critical infrastructure key points on the Island.

#### **Highlights**

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

Special Branch Officers continued to work in partnership with the Passenger Analysis Unit, Bermuda Customs and the Department of Immigration to provide intelligence support at the Bermuda International Airport.

As part of the Unit's ongoing commitment to staff development, two Officers benefited from technical training and attachments in England during November 2004. One Officer enjoyed attachments to Sussex Police Special Branch at Gatwick Airport, Merseyside, and Metropolitan Police Special Branch Offices. With the inclusion of a new technical Officer to the office, Special

Branch now has a full complement of newly purchased surveillance equipment.

The Unit also coordinated a number of highly successful VIP visits during the year, including the visit in February by the United Nations Special De-Colonisation Committee, the British Dependent Territories Governors Conference, and the UKCOT and Bermuda Law Enforcement Conference.

#### **Looking ahead...**

The coming year presents the Unit with new challenges and opportunities to succeed. From the Special Branch perspective, the prevention of bio-terrorism/terrorism on our shores remains a priority. From the perspective of Government Security, the Unit has set goals that include the reimplementation of Department Security Officers (DSOs), including training for a network of DSOs throughout Government, as well as a review of the Government Key Points and Security Instructions. Specialist local and international training in the areas of terrorism, crime analysis and close protection training, remain high priorities for this office.

#### **CRIME AND DRUG INTELLIGENCE UNIT**

In 2004, the Crime Desk and all crime related matters were under the remit of Detective Sergeant DeAllie. The Crime Desk was also staffed by Detective Constable Terry, Detective Constable Astwood and Detective Constable Pitcher who were tasked with the collection, evaluation, research and production of all crime products for dissemination to the Service.

Detective Constable Celestine is the assigned Field Intelligence Officer (FIO) in support of the Crime Desk. It should be noted that Detective Constable Celestine is the first woman Police Officer to occupy this post. In 2004, the FIO has assisted greatly with local knowledge and in the formulation of products disseminated to the Service.

#### **Physical plant**

During the year, the Intelligence Division relocated from the third floor offices in the Cable and Wireless building on Church Street, Pembroke, to newly renovated offices at Bettington Block, in Prospect.

#### **Focused tasks**

In 2004, particular emphasis was again placed on an increase in firearm intelligence over previous years.

The Crime Desk also continued to see an increase of

incidents involving organised and disorganised 'Gangs' in Bermuda. The Crime Desk, with the assistance of the Police Support Unit and Serious Crime Unit, continued to compile information on these organisations and the members themselves. Members of these groups have been classed by geographical area and affiliation. Over 500 members of different groups have been identified and it is anticipated that these numbers will continue to grow. Collating this information becomes more important as we see a growing trend in drug activity and violent crime associated with members and their groups.

Another focus for the Crime Desk in 2004, is known recidivist offenders. In 2004, the Service saw an increase in the numbers of contract Officers who are not familiar with Bermuda's criminal fraternity. Efforts are being made through posters, and intelligence briefs, to assist contract Officers and new recruits in this regard. To this end, established databases are maintained and under continued development, with emphasis placed on criminal profiles and methods of operation. Additionally, we are now relying more on informants and our liaison with local agencies, like the Prisons and Courts. Close liaison with the Service Crime Manager, Serious Crime Unit, Financial Investigation Unit and detectives of the Criminal Investigation Units and Vehicle Crime Unit, allow for disseminated products such as daily 'Crime Summaries' and the 'Intelligence Brief', which are standardised products used to disseminate timely information, to street level supervisors and Officers. Using these methods, we will continue to provide quality intelligence to the managers and street level Officers that will ultimately benefit the community.

The Crime Desk continues to receive calls daily for assistance from investigating Officers. Assistance given is based on the collective previous experiences, and the technical knowledge of the detectives at the Crime Desk, thus helping investigations to a successful conclusion and aiding in the identification of criminal trends and patterns.

We continued to put great effort in risk-assessing 'Hot' periods during the year, such as Halloween. Prior to Christmas 2004, managers saw for the first time a disseminated package on possible threats over the Christmas period. This included a large poster on known and active shoplifters, robbers and commercial burglars. The Crime Desk also assessed and informed the Service about events/functions, that were frequented by gang

members of differing groups. Police presence was heavy at these functions throughout the year, and operational units were assisted by the Crime Desk in the field, to a successful end.

### Conclusion

In general, the Crime Desk has coped well, having an ability to change gears, and shift with changing service priorities and requests from management and investigative units. We have been burdened, however, by a continued lack of commitment for the concept of intelligence-led policing, from senior management, middle management and street level supervisors. We also continued to experience a lack of technical support and training.

In 2003, the Crime Desk had the assistance of an intelligence analyst attached to the Intelligence Division. Although, the focus of the intelligence analyst was drug intelligence, the Crime Desk sought invaluable consultation with the analyst to complete major projects. In 2004, we continued to be in the unfortunate position of having to complete service priority tasks, without the benefit of an experienced crime analyst. With increased intelligence, to suggest that major organised crime targets are increasing their visibility, and wealth (with the use of gang members and firearms), it becomes incumbent upon the Crime and Drug Desk, to supply senior managers and the Service with the best researched information available, on well known drug and crime targets who continue to avoid targeting. This can only be done with the guidance and assistance of an experienced and qualified crime and intelligence analyst.





## CRIME AND DRUG PREVENTION UNIT & CRIME STOPPERS

In 2004, the Crime and Drug Prevention Unit was staffed by two civilians: Melinda Benevides, Crime Prevention Officer and Eric Bean the Alarm/Crime Prevention Officer. This Unit was later joined by Detective Constable Carlnika Roser who became the Drug Prevention Officer. While Mrs. Benevides was on maternity leave, the unit was supplemented by Detective Constable Shirlene Raynor, who was assigned to the task of Alarm/Crime Prevention Officer. The Officer in Charge of the Unit was Sergeant

Alex MacDonald.

### Alarm/Crime Prevention Officer

In 2004, the Alarms Officer successfully completed a Crime Reduction course in the UK in June, and went on to successfully complete a CPTED course (Crime Prevention Through Environmental Design) in the US. This is a milestone for the Service, as Mr. Bean is the first and only CPTED Practitioner, not only in the Service, but in Bermuda. There were a total of 2,138

alarm activations during the year. Of that, 2,120 activations were false and 18 were genuine.

### Crime Prevention Officer

The Unit conducted a total of 74 security surveys, which included three surveys of Government Ministers' residences. The Unit visited all of the service stations and small convenience stores on the Island, in order to establish and maintain good relations and to disseminate Crime Prevention advice and literature, during the months of October and December.

The Unit conducted a total of 17 talks to businesses and community groups, two of these talks were presented to interested groups in the Neighbourhood

Watch Programme. A total of three interviews/articles were presented to the media.

### Drug Prevention Officer

Having recently joined the Crime Prevention Unit, Detective Roser re-established the post held on PRIDE's Executive Board and met with the Prevention Officer of the National Drug Commission. The Drug Prevention Officer conducted 20 talks.

### Crime Stoppers, Bermuda

The civilian organisation, under the coordination of a Police Sergeant, has assisted law enforcement with information in relation to crime within the Island, and operates a public relations and crime prevention programme within the community. Communities are encouraged to assist law enforcement by calling the totally confidential telephone number 1-800-623-8477 to report illegal activities. The calls are received through the toll-free telephone number in Miami, Florida, USA. The partnership between Miami-Dade Crime Stoppers and Crime Stoppers Bermuda has increased the confidentiality of the programme, and allows individuals to pass information to all of Bermuda's law enforcement organisations with total confidentiality. The organisation has ten civilian Board members under the Chairmanship of Mr. David Pugh, of the Argus Group.

## AIRPORT SECURITY UNIT

### Overview

In 2004, the Airport Security Unit (ASU) attempted to meet its stated objectives as listed in our standing orders, the main one being to ensure the safety and security of the Bermuda International Airport (BIA). The ASU managed to meet these objectives despite encountering a number of challenges during the year.

### Operational Strength

The ASU Station is open from approximately 0530 hrs to midnight every day. The Airport Security Officer (ASO), a Police Sergeant, is the Officer in charge of the Unit. There should be a minimum of two Constables at this Station during each shift (0530-1330, 1100-1900 and 1600-2400 hrs.) These Constables are drawn from the Operational Policing Division (OPD), predominately the St. George's branch. Over the years, little priority has been given to meeting the minimum manning levels at the airport.



In 2004, however, the situation improved significantly from previous years. The Watch Commanders in particular made efforts to ensure that there were a minimum of two constables at the ASU at most times. The only time of day now, that Constables are being left on their own, are the hours between 0530 and 0800 hrs. This may be perceived as a 'quiet' time where a patrol Officer is not required, but the safety of the isolated Officer at the BIA may, in fact, be most compromised in the early morning hours.

At the beginning of 2004, there were three female Constables working at the ASU full-time. None of these three were able to be attached to a shift roster however, due to their respective family circumstances and were confined to working limited days and hours. During the course of the year, two of these Constables resigned from the BPS and the third has been transferred.

By the end of the year, the situation was that three Constables were working full-time at the ASU, each able to work all the days and hours assigned to their respective Watches. OPD St. George's continued to supply Constables to man the ASU positions these three were not able to.

If eight Constables were assigned full-time to the ASU, it could man itself without having to draw upon the OPD Watches, except in the cases of sickness, annual leave, courses etc.

#### **New Policies Adopted**

- Section D.25 of SSIs were re-written as part of the CALEA accreditation process and submitted to the policy Board
- The Department of Airport Operations (DAO) issued updated versions of their Airport Emergency Plan Manual and Airport Security Manual and these have been distributed to pertinent areas within the BPS
- A draft set of instructions has been supplied to the ASU to deal with the issue of unruly and/or non-landed passengers. These instructions were produced by a special committee formed to look into this problem. A formal official set of Standard Operating Procedures (SOPs) on this subject is expected in the near future
- Procedures for Police vehicles attending emergencies airside relayed to COMOPS and OPD Units

#### **New Strategies/Initiatives Adopted**

- Increased foot patrols in US departure areas during periods of elevated terrorist alert levels (orange)
- Keys to station and access cards issued to the three Constables permanently assigned to the ASU
- Terrorism briefings and other aviation information disseminated to the three permanent ASU Police Constables

#### **Local and Overseas Training**

The ASO received no formal aviation related training in 2004.

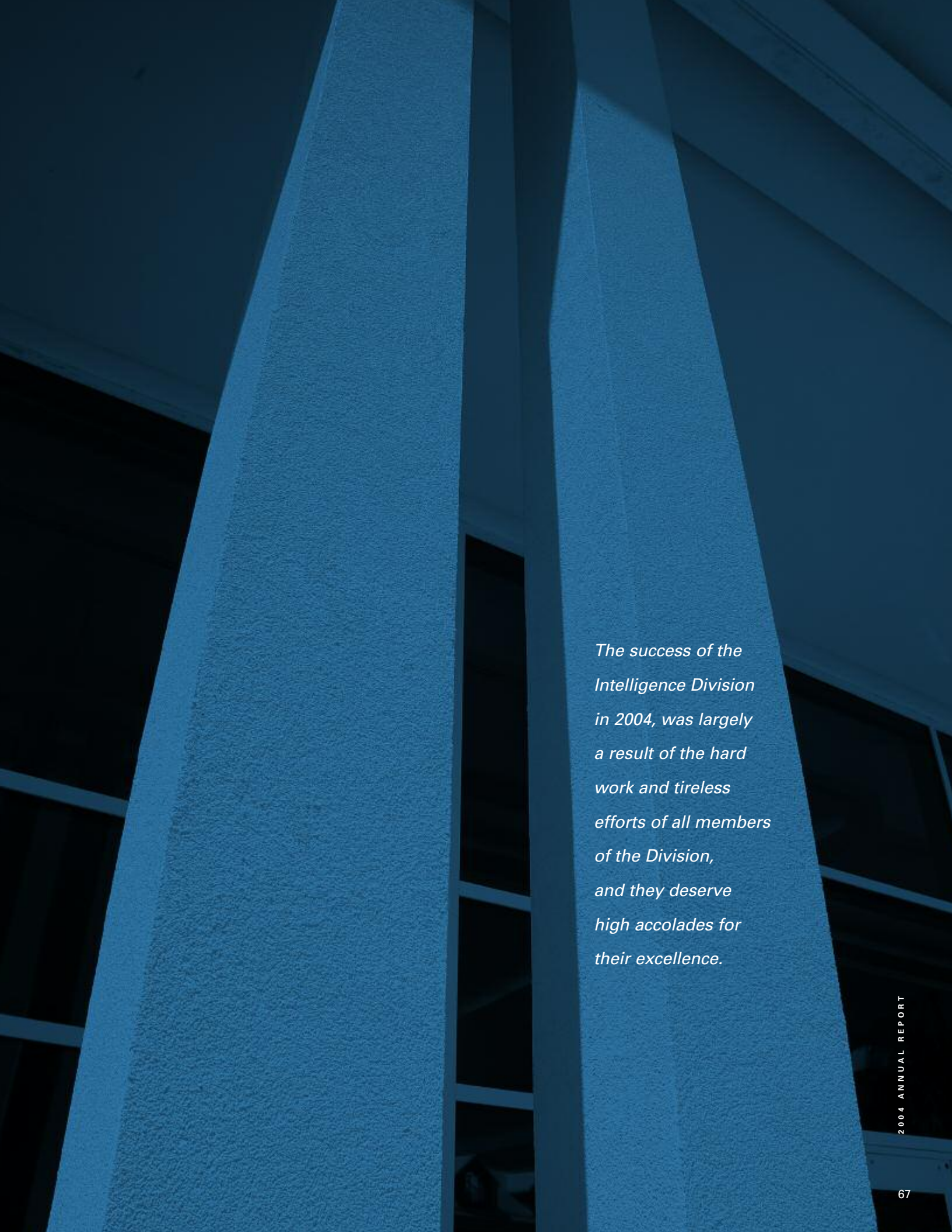
Constables working at the airport received no specific aviation safety or security training. Knowledge at the BIA has been acquired on a learn-as-you-go basis. The groundwork has been laid, however, for Constables attached to the ASU to possibly receive Airside Vehicle Operating Procedure (AVOP) and Defibrillator training in 2005.

#### **Significant Achievements**

- Monitored Skycaps industrial action (January)
- Extra duty for issuing parking tickets ceased on 1st April. Despite this, Constables at the ASU issued 1,020 parking tickets in 2004, as compared to 711 in 2003
- Arrival and Departure arrangements for Prime Minister Blair and family between 6th and 15th April
- The ASO was only able to be at the ASU for eight days per month between May and September, due to an EOD disposal operation. Despite this, the ASU was able to continue to operate efficiently
- The Airport Station became a designated Facility equipped for audio tape recording interviews (31st May)
- Taxi driver GPS dispute monitored (June)
- At the start of the year there were approximately 30 temporary passes per day being issued by the ASU. By the end of the year, as a result of tightening controls, an average of five per day were being issued
- Reserve Constables conference – arrival/departure administration (September)
- Exercise "ARMED" – aviation disaster scenario conducted (30th September)
- Overseas Territories Governor's Conference – arrivals/departures (December)

#### **Capital Acquisitions**

- Panafax Fax machine (second hand)
- Front Desk chair with lumbar support



*The success of the  
Intelligence Division  
in 2004, was largely  
a result of the hard  
work and tireless  
efforts of all members  
of the Division,  
and they deserve  
high accolades for  
their excellence.*



## Partnerships

During 2004, partnerships continued to be developed with: the airlines; HM Customs; Bermuda Immigration; US Border Protection; the Department of Civil Aviation; the Department of Airport Operations; Airport Security Police; SERCO Fire and Rescue; the Cabinet Office; the Premier's Office; the ADC; the Bermuda Regiment; BAS/ASB; the US Federal Air Marshal Service and TRANSEC via the Regional Aviation Security Officer.

## BERMUDA RESERVE POLICE

During 2004, 120 Bermuda Reserve Police Officers performed a very credible 22,095 hours of duty. The requirement is that each Officer performs 175 hours; however, the average for the year was 184 hours per Officer. Take into consideration that not all Officers are operational and it is apparent that many performed more hours than were required. Once again, the Reserves did well. Duties were performed on CCTV, Crime Patrol, CIU, Marine and the Bermuda International Airport as well as the divisions. One Officer performed a commendable 450 hours, mainly at the airport and the Eastern Parishes.

Assistance to the Service was given during Harbour Nights, Halloween, the Christmas Boat Parade and Cup Match. The Reserves also assisted with the various road running races and parades held throughout the year. No Reserves were needed for the Agricultural Exhibition, which was postponed until 2005, due to damage left from Hurricane Fabian.

Nine Officers joined the Reserves after passing the Basic Training Course. Five Officers travelled to South Wales, UK for a conference and training. The Commandant, Mr. E. Vickers travelled to New York for the Reserve Police Officers Association Conference and memorial service for fallen Officers. Deputy Commandant, Mr. H. Lewis attended the Home Officers conference for the Special Constabulary in Nottingham, UK.

A function was held at the Bermuda Reserve Police Headquarters to unveil a new plaque, which commemorated Bermuda Reserve Police Officers who died while in Service. This occasion was well attended by the family members of those being honoured.

Training went on throughout the year. Two Officers took part in the Grade II Driving Course and passed. Nine Officers received CISM training, while other Officers

took courses in collision investigation and earned marine qualifications.

The Bermuda Reserve Police acquired two new motorcycles. These have proven useful during road races and parades. Reserve Police Headquarters was also upgraded, with the old carpet being replaced by ceramic tile.

The Reserves were on parade for the Queen's Birthday, Remembrance Day, and the Change of Command ceremonies. The latter marked the retirement of Mr. Eugene Vickers as Commandant following 40 years of service. This parade was very well attended with 25 overseas visitors from South Wales, Bahamas and the USA on hand to support the outgoing Commandant and the incoming Commandant, Mr. Huw Lewis.

During the year, Deputy Commandant Huw Lewis was promoted to Commandant; Superintendent Jerry Robinson was promoted to Deputy Commandant; Chief Inspector Sandra Robinson was promoted to Superintendent; Inspector Cannoth Roberts was promoted to Chief Inspector; Sergeant A. Donawa was promoted to Inspector; and Reserve Police Constables Harris, Smith and Davis were promoted to Sergeant. There were also two retirements; Commandant Mr. Eugene Vickers retired after 40 years of distinguished service while Inspector George Hassel retired after 18 years of dedicated service.





## DEPARTMENTAL STATISTICS

### FINANCE & ADMINISTRATION

#### Annual Budget

	2002/03	2003/04	2004/05
Salaries	30,342,274	36,149,674	34,570,013
Wages	730,179	829,906	827,786
Other personnel costs	3,164,948	3,675,688	3,420,240
<b>Total Employee Expenses</b>	<b>34,237,401</b>	<b>40,655,268</b>	<b>38,818,039</b>
Other operating expenses	5,355,109	7,512,976	9,221,536
<b>Total Operating Budget</b>	<b>39,592,510</b>	<b>48,168,244</b>	<b>48,039,575</b>
Capital acquisitions	4,534,437	3,251,655	2,354,000
Capital development	4,592,928	1,250,000	358,000
<b>Total Annual Budget</b>	<b>48,719,875</b>	<b>52,669,899</b>	<b>50,751,575</b>

### ADMINISTRATION STATISTICS FOR 2002 – 2004

#### The strength of the Bermuda Police Service on December 31, 2004

	2002	2003	2004
Commissioner of Police	1	1	1
Deputy Commissioner of Police	1	1	1
Assistant Commissioner of Police	1	1	1
Superintendents	5	4	4
Chief Inspectors	8	6	6
Inspectors	26	24	27
Sergeants	77	63	68
Constables	298	314	326
Civilians	96	86	85
<b>Totals</b>	<b>513</b>	<b>500</b>	<b>519</b>

## ROAD TRAFFIC COLLISION STATISTICS FOR 2002 – 2004

### Statistics Analysis

	2002	2003	2004
Fatals	2	10	7
Serious injury	191	186	214
Slight injury	1,099	1,055	1,028
Damage only	1,922	1,760	1,943

### Main Causes of Collisions

Bad road surface	217	191	189
Entering main road carelessly	196	200	190
Following too closely	213	207	254
Inattention	841	803	940
Inexperience	370	392	305
Overtaking improperly	189	170	217

### Miscellaneous Statistics

Failure to stop	278	221	258
First aid rendered by Police	255	238	230
Children involved	75	54	50
Pedestrians involved	56	43	54
Animals involved	12	12	11
Pedal Cycles	32	20	29

### Single Vehicle Collisions

Four wheeled vehicles	209	194	217
Motor cycles/scooters	102	103	129
Auxiliary cycles	78	68	73
Livery cycles	233	232	165
Pedal cycles	9	4	9

### Percentage Analysis of Vehicles Involved

	2002	%	2003	%	2004	%
Private cars	2,695	51.0	2,550	50.5	2,804	50.1
Motor cycles/scooters	781	14.8	779	15.4	881	15.7
Auxiliary cycles	524	9.9	494	9.8	553	9.9
Livery cycles	389	7.3	382	7.6	331	5.9
All trucks	617	11.6	594	11.8	653	11.7
Taxis	178	3.4	161	3.2	262	4.7
Public Service Vehicles	72	1.4	66	1.3	84	1.5
Pedal cycles	32	0.6	20	0.4	29	0.5

## ROAD TRAFFIC COLLISION STATISTICS FOR 2002 – 2004 *(continued)*

### Ages of Persons Involved

	2002	%	2003	%	2004	%
Up to 15 years of age	75	1.4	54	1.1	50	0.9
16 – 20 years	577	10.8	514	10.2	588	10.7
21 – 30 years	1,021	19.1	947	18.7	1,107	20.1
31 – 40 years	1,272	23.8	1,191	23.5	1,252	22.7
41 – 50 years	1,163	21.7	1,116	22.0	1,183	21.5
51 – 65 years	901	16.9	891	17.6	925	16.8
66 years and over	338	6.3	349	6.9	405	7.3

### Total Number of Vehicles & Animals Involved in Collisions

Vehicles	5,009	5,046*	5,597
Animals	21	12	11
Totals	5,030	5,058**	5,608

\* Incorrectly Reported as 5,288 in the 2003 BPS Annual Report

\*\* Incorrectly Reported as 5,300 in the 2003 BPS Annual Report

## STOLEN VEHICLES

Year	2002	2003	2004
Cars	55	41	260
Motorcycles	849	613	81
Auxiliary cycles	393	357	29
Livery cycles	120	99	466
Pedal cycles	52	33	25
Other vehicles	11	15	8
Totals	1,480	1,158	869

## POLICE SUPPORT UNIT (PSU)

### Arrests

Offence	2003	2004	% Difference
Warrants	261	491	+88
Drugs	161	126	-22
Public order/other	259	166	-36
Impaired driving	5		+220
Lookout TBA	18	13	-28
Wounding	4	4	0
Offensive weapon	15	13	-13
Total Arrests	723	829	+15

### Activity

Drug seizures (no arrests)	165	131	-21
Disturbances	165	123	-25
Loud music	23	11	-52
Annoying persons	66	58	-12

## TOTAL AMOUNT OF DRUGS SEIZED 2002 – 2004

Substance	2002	2003	2004
Cannabis	360 kilogrammes	155.55 kilogrammes	119.5 kilogrammes
Cannabis Resin	1.55 kilogrammes	2.5 kilogrammes	3.7 kilogrammes
Diamorphine (Heroin)	2.63 kilogrammes	1.6 kilogrammes	1.159 kilogrammes
Cocaine	40.90 kilogrammes	19.2 kilogrammes	7.62 kilogrammes
Cocaine (Freebase)	3.96 kilogrammes	2.3 kilogrammes	1.15 kilogrammes
Cannabis Plants	34	n/a	930
Methamphetamines	65 pills	924 pills	166

## TOTAL AMOUNT OF DRUGS SEIZED 2002 – 2004

Location	2002	2003	2004
Bermuda International Airport	33	50	66
Airmail Facility	7	65	4
General Post Office	7	6	9
Mailbox	–	2	–
Cruise Ships	82	185	157
Courier Companies	13	42	9
Cargo Shed	1	5	20
Street (Arrests made)	361	365	385
Street (No arrests made)	281	228	294
Hamilton Docks	–	3	2

## Major Seizures (Included in Drug Seizures)

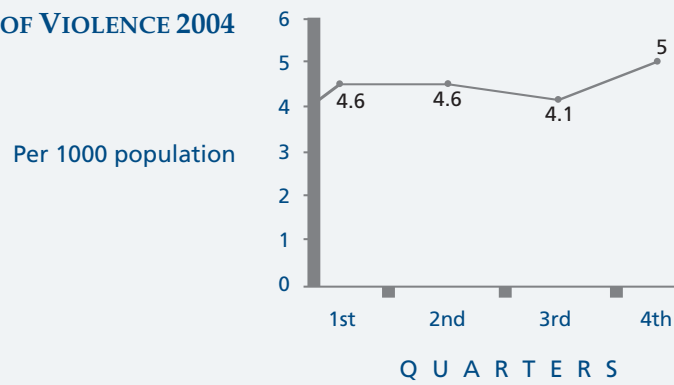
With arrests	15	32	19
Without arrests	34	39	27
Total Seizures	781	951	946

## Total Arrests

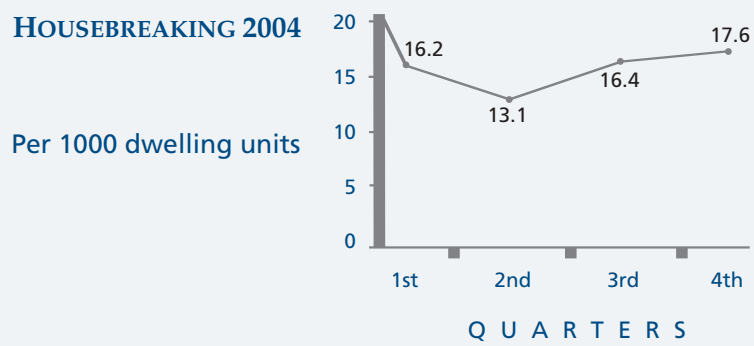
Male	561
Female	506



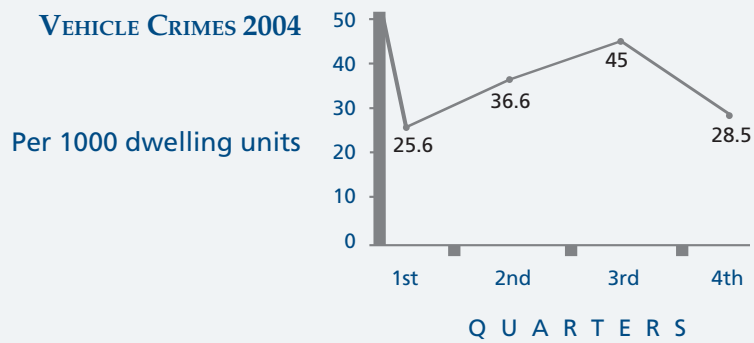
### CRIMES OF VIOLENCE 2004



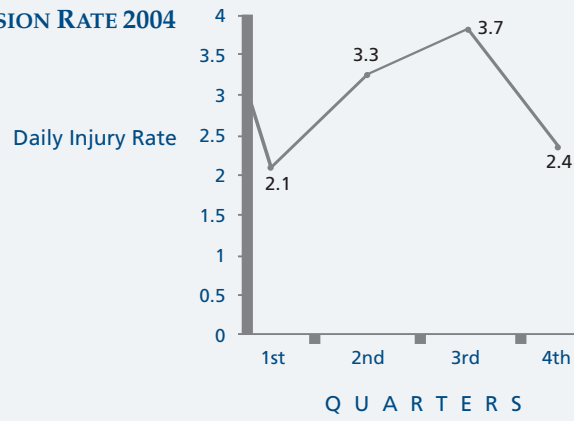
### HOUSEBREAKING 2004



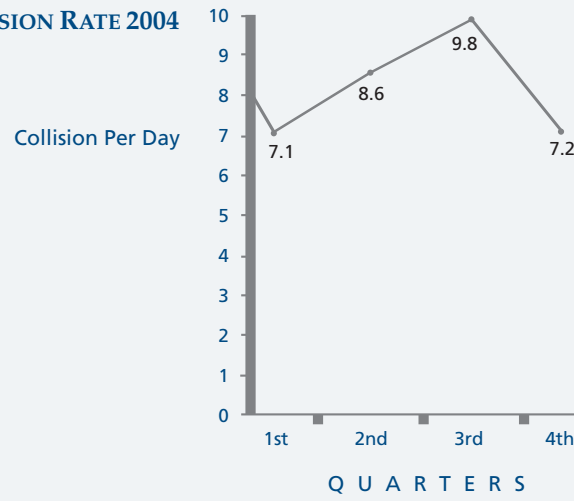
### VEHICLE CRIMES 2004



**DAILY INJURY COLLISION RATE 2004**



**THE DAILY COLLISION RATE 2004**







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