

OUR MISSION: TO ENSURE A SAFE, SECURE AND PEACEFUL BERMUDA FOR ALL...BECAUSE WE CARE.



BERMUDA  
POLICE SERVICE  
2 0 0 0  
ANNUAL  
REPORT



# Vision Statement



**The Hon. Paula A. Cox** JP, MP

*Minister of Labour,  
Home Affairs  
and Public Safety*

**T**he 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.



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His Excellency the Governor

The Rt. Hon. Thorold Masfield, CMG

Government House

Your Excellency,

It is my honour and pleasure to submit this  
report on Policing in Bermuda for the year  
ending 31st December, 2000.

**Jean-Jacques Lemay**, CCM, BA  
*Commissioner of Police*



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## Commissioner's Foreword

I am indeed very pleased to share with you the Bermuda Police Service's Annual Report for the year 2000.

The 1999-2001 Strategic Plan introduced last year, centred on three key platforms: a Core Functions Exercise, a Policing the Community Strategy; a Crime Management Strategy. These were deemed critical in order to move the Service from reactive to proactive policing. The three platforms also facilitated the shift from a command and control style of management to one of shared leadership, focusing on empowerment, risk management and accountability.

To achieve our objective, it was necessary to define the organisation's core values, its vision, and re-state its mission statement. The next step in the journey was to conduct a 'Core Functions Exercise', examining each area of the Service to determine how effective and efficient the Service was at performing its core functions. The process also allowed the Service to examine the ancillary or non-core functions that were being performed. All this was accomplished in 1999.

With a new set of Core Values, a Vision and a re-defined Mission Statement, the Service then moved on towards developing new competencies. Using the new competencies, a new appraisal and promotion system was introduced. The promotion system was tested and validated to ensure job-related competencies accurately assessed the candidates at the various levels. A Career Management Manual is now in its final stages that will provide members of the Service with a road map on how to plan their careers, and prepare them for upward mobility.

The Career Development Officer (CDO) allowed us to address a number of concerns from police officers about their professional development. The CDO ensures the organisation fully benefits from acquired specialised skills and the talent of its most valued resources. The CDO assists police officers in the long-term planning of their career and identify job interests and preferred postings.

The second platform focused on providing the best possible policing services to the

residents and visitors of Bermuda. A 'Policing the Community Strategy' introduced this year, placed emphasis on dealing with crime through a partnership approach. It provides training in problem-solving and conflict resolution. The key element of any community policing strategy is to examine the causation. This can be accomplished by focusing not only on the offender, but also on the victim and the location of the crime. At the initial stage, Community Beat Officers (CBO), who will replace parish constables, and will be given specialised training. It is the intention of the Service to train all officers – so that everyone will become a CBO. The Strategy has been well received within the Police Service, Government and the public.

Another very important component of our 1999-2001 Strategic Plan, and the third platform was the development of a Crime Management Strategy.

Once the two first pillars were in place, it was necessary to look at how the Service could manage crime better in Bermuda.

The current structure, reporting relationships, efficiency and effectiveness were examined.

The notion of intelligence-led policing

is key to the new 'Crime Management Strategy'.

It is believed the new direction will better address crime and the fear of crime and thus respond to community concerns.

To respond to this, and in keeping with the new strategies in place, the Service has introduced Performance Indicators as a process of recording and analysing crime statistics. In this way, statistics become more meaningful to



Police Commissioner Jean-Jaques  
Lemay leading a press conference.



the public and provide a measuring tool to determine how effective and efficient the Police Service is at reducing crime and the fear of crime.

Although efforts were doubled for the recruitment of local officers to the Service, the numbers still lagged below minimum requirements. Realising the impact this was having on our ability to provide policing services to the residents and visitors, the Government authorised the recruitment of 45 overseas officers. In 2000, thirty-two experienced officers were recruited from Jamaica, St. Lucia, Trinidad & Tobago, Anguilla and the United Kingdom. The overseas officers provide on-the-job training for Bermuda's young police officers in addition to specialised skills acquired abroad.

This year saw a period of increase in violence between rival groups resorting to intimidation and aggression to resolve ongoing conflicts, some of which were crime related. The Police Service responded quickly through proactive policing initiatives. Over 100 arrests were made within the month-long operation. This was followed by a series of meetings with leaders or key persons representing groups from "town" and "country". The meetings, organised by the Service and members of the community, were held at various venues throughout Bermuda. The community members acted as facilitators throughout the process. While not all objectives were met, the initiative did provide a forum for discussion and an opportunity to resolve conflict. A truce was achieved, albeit temporary, that resulted in over six months of calm from the behaviour that had been exhibited.

**T**he Police Service is extremely fortunate to have collaborated with a number of professional agencies that work diligently to ensure the safety and security of our beautiful islands. Combined annual exercises with the Bermuda Regiment and the Bermuda Fire Service ensure that resources are trained in emergencies and are able to respond to major events such as Tall Ships 2000, hurricane preparedness, and public order situations.

The assistance and cooperation provided by H.M. Prisons in the transportation and processing of offenders as well as drug enforcement initiatives is very much appreciated. The same is true about the work done with Immigration and H.M.

Customs officers at ports of entry. The valuable contribution of our colleagues from the United States, namely U.S. Customs, U.S. Immigration, U.S. Secret Service, Federal Bureau of Investigation, and the Drug Enforcement Administration is also acknowledged.

Furthermore there have been a number of success stories this year, which are worthy of note.

The Cycle Crime Unit has seen the number of stolen cycles reduced to its lowest in five years. Much of the success can be credited to the experience and hard work of the officers.

Nearly fifteen thousand moving violation tickets were issued under the Traffic Offences Procedure Act, 1974. Speeding continued to be the most common offence dealt with. The remainder were issued for a variety of offences including illegally tinted windows, and unfastened crash helmets. 37,136 parking notices were issued. Our concentration on moving violations and other infractions, particularly in high-risk areas, resulted in a 5% reduction in reported road traffic accidents from the previous year. A traffic strategy, "Policing Bermuda Roads 2001-2005" has been drafted and will soon be submitted before the Policy Committee for approval. The National Traffic Coordinator will examine the legal issues related to the use by motorists of cellular telephones whilst driving.

The Police K-9 (Canine) Unit enjoyed a very successful year. The three dogs used are both drug and firearms trained. In 2000, the K9 Unit made 233 seizures worth nearly 2 million dollars. It is planned to increase the Unit by one dog and handler in 2001, and to cross-train one of the dogs so that the Service will have two general-purpose dogs. The Service also established the post of Animal Protection Officer to deal with complaints and incidents involving neglect, cruelty and abuse of animals. The officer selected to fill the post, and work along with personnel from the

Society of the Prevention of Cruelty to Animals (SPCA) and the Department of Agriculture & Fisheries (Dog Warden) has been doing a commendable job.

The Proceeds of Crime Amendment Act was passed this year and will come into effect in 2001. The amendment provides for the establishment of a Confiscated Assets Fund into which all proceeds of any such confiscation orders will be deposited. Monies in this fund can then be used, subject to the approval of the Minister of Finance, for a variety of purposes including drugs rehabilitation, education and law enforcement.

The Eastern Community Response Unit (ECRU) commenced operations in July. Its mandate was simple: tackle street-level drug dealing within the divisional boundaries. Within four months, 100 arrests had been made – more than one third of which was drug related. The ECRU was extremely successful in eliminating drug activity; such was its success that it was featured in the local media.

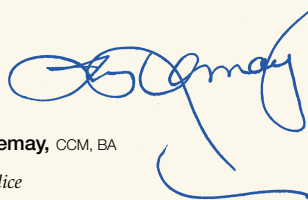
The Reserve Police, under the command of Eugene Vickers, has played a significant role in the Service's efforts to tackle crime and the fear of crime, and to make our communities safer. The complement of 130-strong men and women continued to provide excellent support in areas of policing. The Reserve Police provide citizens the opportunity to work alongside regular police officers in virtually all facets of policing. Some then use the opportunity to choose policing as a career. The Commandant and the men and women who serve in this highly professional organisation, are worthy of much praise and appreciation from their career police colleagues and from members of the public for their hard work, dedication and commitment.

I would like, on the behalf of the Bermuda Police Service, to express my sincere thanks and appreciation to our Commander-In-Chief, His Excellency the Governor, Mr. Thorold Masfield; the Premier, the Hon. Jennifer Smith; and members of her Cabinet for the leadership, assistance and support received throughout the year. I would be remiss if I did not gratefully

acknowledge the contribution of the Hon. Paula Cox, Minister of Labour, Home Affairs and Public Safety, who has responsibility for Police, for her invaluable support and leadership. Also noteworthy is the contribution and support given by the Hon. Alex Scott, Minister of Works and Engineering and his staff in addressing the Service's Estate needs. To the Deputy Governor, Mr. Tim Gurney, the permanent secretaries, and heads of department, many thanks for the overall contribution each has made to a very successful year for Police.

Finally, my sincere thanks to the men and women of the Bermuda Police Service, the Bermuda Reserves and the public for the part each has played in the successes achieved. This has been both a challenging and rewarding year. End of the year statistics indicate that crime is at a five-year low. This would not have been possible without a great deal of hard work, dedication and commitment on the part of everyone. Members of the public, Crime Stoppers Bermuda, and law enforcement agencies in and outside of Bermuda have made it possible for us to realise significant accomplishments.

My sincere thanks to all.



**Jean-Jacques Lemay**, CCM, BA  
*Commissioner of Police*

## INSPECTORATE

### Chief Inspector Derek Smith

The office of the Service Inspectorate reports directly to the Commissioner of Police. It is responsible for the day-to-day requirements of senior management in the areas of research and development, strategic planning, audits, legislative matters, and the Criminal Justice Information System (CJIS).

The Inspectorate also serves as secretary to the Bermuda Law Enforcement Review Group, which meets quarterly. In April, the responsibility for Estates came under the remit of the Service Inspectorate.

### Reviews

The recommendations made in Departmental reviews of both Administration and Finance were reviewed. This annual review has benefited both departments and the Service.

### Criminal Justice Information System

The Inspectorate serves as Chair for the Service's CJIS Committee. Two members of Government's Computer Systems and Service Department now sit on the Committee, which meets on a monthly basis.

### Policy Committee

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

### Annual Appraisal

The new system involving eleven (11) competencies was approved, and inadequacies of the old system were addressed. The implementation date for the new Appraisal System was April 1, 2000.

## Health & Safety

The policy promotes safety and a healthful work environment for all personnel, and provides workers with the protection required by law. An Occupational Health & Safety Programme is also to be established.

## Policing Strategy for the Community

The Strategy provides a framework for how all operations within the Service can be directed towards common goals with the use of accepted core policing processes. This strategy is underpinned by the Service's new Mission Statement, *"To ensure a safe, secure and peaceful Bermuda for all ... because we care"*. From this Strategy, the following policy papers were produced and approved:

- ♦ **Core Policing Processes**, which focus on the target of minimising those incidents that have a negative impact of people's quality of life ... and that ultimately will require some social intervention.
- ♦ **Community Beat Officers**, who will replace parish constables. The Strategy allows for the implementation of the more effective, community-oriented, problem-solving process.
- ♦ **Police Strategy Process Chart**, introduces the Operational Commanders group to replace the Divisional Commanders meetings.
- ♦ **Performance Indicators**, introduces the process of recording and analysing crime statistics making them more meaningful to the public.

## Career Development Strategy

This Strategy was approved in March, and provides a transparent, efficient and effective career development system that adequately addresses the developmental and training needs for all officers. Its benchmark distinctives promote equal opportunities, consistency and fairness.

## Control of Dangerous Dogs

The issue of CO<sub>2</sub> extinguishers to assist officers facing aggressive and dangerous dogs was approved mid-year.



### **Operational Orders**

This policy addressed the issue of the provision of police services at, and in connection with Operational Orders.

### **Temporary Police Officers**

The conditions under which temporary police officers could be hired was ratified, and later included under the Police (Conditions of Service) Order.

### **Driver Training Policy**

New Response Codes were approved and the driver/rider grading system was reviewed. The Skid Monster is to be implemented into both Grade II and Grade I courses. A Driving Policy Committee will be established comprising qualified instructors and examiners.

### **Officer Safety**

Existing Service policies were restated. Revised instructions reflected developments in officer safety policy, training and equipment.

### **Shift Scheduling**

The pilot scheme for a new shift system, currently underway in the Eastern Division, was implemented and is subject to review.

### **Substance Abuse Policy**

The Government, as employer, will commit the resources necessary to achieve and maintain a drug and alcohol-free environment. It is Bermuda's goal to eliminate the hazards to health, job safety, and performance created by alcohol and other drug use.

### **Policy Composition**

All officers performing duties of Acting Chief Inspector at the time of committee meetings will be included in Policy Committee meetings.

### **Technology Strategy**

A three-year Technology Strategy was approved. From this, a Cabinet paper will be prepared for Government's review.

### **Promotion Policy**

Provision was made and approved for all constables of the Service who had passed Part I of the previous promotion examination system

Police drivers receive upgraded training and equipment for efficient response.



(in place prior to February 2000) to have the opportunity to apply to appear before a Special Promotion Board in two promotion cycles.

### **Estate Management**

Several renovation projects were completed and additional accommodation for single officers was able to be acquired in short order with the tremendous assistance of the Ministry of Works & Engineering. The projects were undertaken beginning in April, and the Service wishes to express its thanks to W&E staff for its hard work, commitment and cooperation.

### **St. George's Police Station**



The present premises on Duke of York Street have been considered totally inadequate for modern day policing. The physical plant is small, in a poor state of repair and ill equipped to handle daily requirements. Renovations and repairs could not be undertaken at reasonable

cost. The Service identified property on the former Baselands, and the building is ideally located to service the whole of Eastern Division. Works & Engineering approved in principle the relocation of the station to the site, and a Cabinet paper has been prepared for Government review. If successful, it is anticipated that renovations at the new location will commence in the near future, allowing St. George's staff to relocate sometime in 2002. The Division's Criminal Investigation Department will operate from offices at the Bermuda International Airport in the interim, and a skeletal staff will remain at the current location in order to continue to meet the needs of the community. Works & Engineering

staff are carrying out minor renovations there to comply with Government Health & Safety regulations.

#### **St. George's Single Person's Quarters and Club**

There was an immediate need for the barracks at St. George's to be renovated due to the arrival of the overseas police recruits. The complex was renovated within two months, and now houses 19 officers with first-class recreational facilities.

#### **Southside Barracks**

Additional accommodation for single officers was also needed and Government approved the leasing of a building at Southside on the former Baselands. Renovations have been completed and can provide accommodation for 20 officers with kitchen and laundry facilities.

#### **Prospect Single Person's Quarters**

All current barrack accommodation has been inspected and renovated. Four 'double-room' suites are provided for overseas instructors; and a kitchen and dining area has been provided in the nearby Cadet complex.

#### **Headquarters Building**

The old laboratory and ground floor offices of the main Administration Building are being renovated with a completion date set for early 2001. The Technology Department will be relocated here, with additional office space and archival storage facilities provided.

#### **Specialist Operations**

Major renovations to the roof and side on the southern half of the complex have been completed in addition to the roof in the Cycle Garage and Paint Shop.

#### **Somerset Police Club and Barracks**

Funding has been approved by Works & Engineering for this complex to be renovated commencing January 2001. Once the renovations have been completed, there will be accommodation available for eight officers and improved recreational facilities.

#### **Hamilton Police Station and Headquarters**

The groundbreaking for the new Hamilton Police Station/Court Complex, located at the corner of Victoria and Court Streets, is to begin in 2001. The project has been approved and funded by Government. Several meetings with the architects have already been held. Similar preparations are in place for the proposed new Headquarters Complex at Prospect, scheduled for groundbreaking 2003/4.



A high police visibility  
reduces the fear of crime.

## OPERATIONAL PLANNING UNIT

**Inspector John Skinner** B.Sc.

**The main responsibilities of the inspector responsible for this Unit include the following:**

- ◆ serving as Liaison Officer with local and visiting military units
- ◆ assisting the Officer in Charge/Specialist Operations in his capacity as Disaster Planning Co-ordinator
- ◆ preparing National and Police Incident Response Plans
- ◆ researching and preparing 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
- ◆ preparing Police Operational Orders for special events, including ceremonial and major sporting events

During the year, there were 19 Police Operational Orders prepared for ceremonial and sports-related events (13 less than the previous year), and included the Operational Order for the Tall Ships 2000 Bermuda that covered a total of 11 events over an eight-day period.

In April, the Bermuda Police Service and H.M. Customs hosted the first joint conference of the United Kingdom Caribbean Overseas Territories Commissioners of Police and Comptrollers of Customs Conference at the Fairmont Southampton Princess Hotel. It was also the first time Bermuda had played host to such an auspicious gathering, an undertaking requiring the planning and secretariat assistance of the Operational Planning Unit.

His Excellency the Governor, and the Deputy Governor hosted several internal security-related exercises and presentations for which the Unit provided assistance. Similar assistance was also rendered during the Commissioner of Police's presentations to the Governor in Council, other Government departments and within the Service.



The Disaster Planning Coordinator provides Secretariat Services for the Emergency Measures Organisation (EMO), which is chaired by the Minister of Labour, Home Affairs and Public Safety. The EMO met on several occasions in 2000, and conducted various exercises to maintain the standards within the Organisation.

There were 14 named storms in the western Atlantic during the 1999 Hurricane Season, eight of which reached hurricane status, three reached Category 3 or higher. The Bermuda Police ComOps Unit received Bermuda Weather Service weather alerts to seven potentially severe weather systems, four of which posed a threat to the local area. Two hurricanes, Leslie and Michael, skirted the Island by approximately 200 miles. Two Tropical Storms, Leslie and Florence passed within 60 nautical miles of the Island, resulting in gale force winds over Bermuda.

### **The Operational Planning Unit**

inspector participated in two disaster-related courses in 2000; the Pan American Health Organisation Medical Management of Disasters Course and the Royal Navy Local Accident (Nuclear) Procedures Course, both of which were held in Bermuda.

## PUBLIC AND MEDIA RELATIONS

*Mrs. Evelyn James Barnett B.Sc.*

The Bermuda Police Service is arguably the most highly profiled and closely scrutinised emergency service in Bermuda. The confrontational nature of various aspects of its policing responsibilities continued to generate media and public interest throughout a very full year, as did several public safety issues. Certainly, the openness, and accessibility to the Service by members of the public and the media that began in the 1995 Service Strategy, continued to be supported and encouraged at every level. The **Public Media Relations Office** (PMR) fielded approximately 1,400 telephone enquiries from the media in 2000, and facilitated numerous interviews, press conferences and media ride-alongs.

The numbers of applicants from local recruiting efforts still lagged below minimum requirements, and various departments of the Service continued to feel the impact. There were only 15 new local recruits that were graduated from the Training School in January. A few weeks later, however, news of Government's approval for the recruitment of officers from overseas provided real hope and confidence in the Service's recovery.

In the meantime, the first of several high-profile events began to dominate the news media, with the sweep of an Island wide Pyramid Scheme. Its notoriety underscored with the discovery of the alleged involvement of several police officers. Police launched a lengthy two-pronged investigation before a number of files were handed over to the Department of Public Prosecutions for review.

In February, traffic enforcement became a pivotal focus for the Service with the launch of de-centralised Traffic Enforcement Units, and new speed detection equipment. The Service's first in-car video camera was introduced on a trial basis. It is anticipated that the purchase of additional units for use in other unmarked police cars will be considered in the new year. A small-scale furor erupted over the crackdown by officers on cars with illegal tints on their win-

dows. A 30-day amnesty was granted to allow car owners to remove the tints, or face prosecution. The Community Relations' R.E.A.C.H. Department saw its largest graduation of students in the G.R.E.A.T. (Gang Resistance Education and Training) programme since its inception in 1997. R.E.A.C.H. officers participated in the graduation ceremonies. Less heartening was the subsequent dismissal of an officer who was witnessed in the possession of an illegal substance at a community field in Somerset. Bermuda recorded its first murder of the year with the stabbing death of Jermaine Pitcher.

A new promotion process to undergird the Commissioner's Succession Plan was implemented in March. Internal developments also saw the release of the Report on the findings of the Core Functions Review of the Service. Externally, the Service went on the offensive with a public education campaign to counter a blitz of local counterfeit currency that descended on the local retail market. Nightclubs and restaurants were particularly hard hit. Police were also involved in the local multi-agency effort to assist the crewmembers of the ill-fated bulk carrier, the *Leader L*, which sank approximately 400 miles off Bermuda.

Commissioner Lemay hosted the first ever joint session of the United Kingdom Caribbean Overseas Territories Commissioner of Police and Controllers of Customs Conference in April, at the Fairmount Southampton Princess Hotel. In addition, Constable Yvonne Ricca became the Service's first Animal Protection Officer in a newly formed alliance with the Government Dog Warden and the S.P.C.A.

The summer months saw an array of media highlights and challenges for the Service. Crime was recorded at a 5-year low in May – a trend that would continue for the remainder of the year in each of the published quarterly crime figure statistics. However, a spate of violent crimes threatened to overshadow the Service's successes in this regard.

The first of the overseas recruits arrived from the West Indies in July. They were met and welcomed at the Bermuda International Airport



by a high-level police contingency, and quickly settled down to a five-week localisation course before joining their local colleagues out on the beat.

The methods by which serious crimes are investigated came under intense scrutiny by the Commission of Inquiry into Serious Crimes in August. The month-long hearings saw testimony from a wide cross-section of the community, including former and current senior police officials. A series of recommendations were released in a report in September, and the Service has completed an in-depth review of the findings. Also occurring in August was a disturbing spate of violent confrontations between rival groups in Bermuda. These groups largely comprised closely-knit teenagers and young adults whose escalated attacks precipitated widespread community concern and condemnation. Police initiated a short-term gang crime crackdown that earned overwhelming support from the public. Over 20 arrests were affected and seizures were made of Molotov cocktails, baseball bats and other weapons over a 2-day period. Commissioner Lemay and his two executive team members, Acting Deputy Commissioner Jonathan Smith and Assistant Commissioner George Jackson, meanwhile began a unique series of dialogues with the reputed leaders of the groups in efforts to assist them in resolving their differences and effect a long-term truce. The meetings were facilitated by the Rev. Dr. Goodwin C. Smith, a local arbiter and clergyman; and by Mr. Gary Robinson, a concerned citizen who assisted in bringing the young people together. The mediation efforts continued for several weeks before negative media publicity, but public scepticism undermined the tentative trust that had been established. Despite several invitations for the groups to return to the table, the talks disintegrated after September.

In the remaining months of 2000, headlines heralded the imminent announcement of a new, Bermudian Commissioner of Police to succeed Commissioner Lemay the following April, when his three-year contract expired and Jonathan D. Smith was named as the new

Commissioner Designate. George L. Jackson, also Bermudian, was appointed Deputy Commissioner. The second intake of ten overseas recruits from the United Kingdom arrived. This amidst new community fears over a spate of sexual attacks on women, which began in November, and which provided an opportunity for women's advocacy groups and police to issue common sense safety precautions and guidelines for women, while investigations were launched.

Relations with the media and the public continue to be monitored, and through constant dialogue, regular feedback, and a healthy dose of mutual respect, there has been a noticeable progression towards professional appreciation for both entities' working in the interest of the public.

The PMR Office continues to strive to strike the perfect balance between the police's mandate to protect the public, and the media's right to information about how that is done. Grateful acknowledgement is extended to those members of the media who have sought to work with police and who have chosen to present balanced and informed stories.

The new year is sure to bring new challenges and new opportunities.

Building a strong partnership  
between Police and the public.





## HUMAN RESOURCES

*Mrs. Suzette Edmead*

The **Human Resource Department** is responsible for ensuring that all aspects of an employee's work life – from hiring to retirement, or resignation – are handled with utmost care and in accordance with the Core Values of the organisation. It is also responsible for ensuring that the best personnel are recruited to the Bermuda Police Service and that once hired, they are trained, developed, and given every opportunity to attain their potential with the guidelines of the Service Strategy.

### Health & Safety

Much of the resources of the Human Resources Department this year were directed towards Health and Safety issues. Committees were rejuvenated with training and consultative assistance from the Government Health and Safety Officer. Specific concerns involving the transmitting towers at Prospect and asbestos in some of the older buildings were addressed by professional agencies. Subsequent reports attested to the acceptable emission levels from the towers as well as to the safety of the buildings. However, recommendations for alterations were also included, if deemed necessary.

Extensive health and safety inspections were carried out under the direction of the government Health & Safety Officer. Renovations were carried out at the St. George's Police Station in response to an inspection report and efforts are being made to ensure that all police buildings meet health and safety standards.

### Recruitment



With the approval from Government for the overseas recruitment of 45 experienced police officers, a local recruitment contingent headed to the Caribbean and the United Kingdom at the beginning of the year.

The arrival of 32 officers, beginning in July, brought the strength of the Bermuda Police Service to its full potential of 436 for the first time since 1997. However, the much-needed relief was short-lived, as the numbers had fallen off again to 424 by December. The average annual attrition rate of 7%, or 30 officers, provides the Service with a constant challenge in attracting Bermudian recruits to meet its needs.

### Civilian Recruitment

The number of permanent established civilian posts of the Service is 102.

**The estimated strength of established posts are as follows:**

BPSA represented civil servants	74
BIU represented (full-time)	14
Miscellaneous Industrial (part-time)	5

#### Other posts:

Police Club (includes two part-time)	5
Self-employed tailor	1
Consultants	2
Part-time chaplain	1

#### New civilian posts:

Crime Prevention Officer  
Outward Bound Senior Instructor

#### Civilian posts filled due to vacancies:

Manager – Finance & Administration  
Vehicle Fleet Manager  
Assistant Stores person  
Head Store person  
Traffic Wardens (5 posts)  
Garage Foreman  
Secretary  
Motor Mechanic  
Evening Telephone Receptionist

### Welfare Support

The Police Chaplain continued to support the Service personnel during times of need, and to train officers on Recruit Foundation and Continuation Courses. A policy paper has been prepared for submission on "Death Notification" with guidelines for officers tasked with performing such a delicate responsibility. The Chaplain's contract was extended from June 2000 to April 2001 to coincide with the completion of the term of office for the outgoing Commissioner.

The Career Development Officer continued to assist with welfare issues in the absence of a Welfare Officer. A successful candidate was identified for the post and was expected to commence in January 2001.

The Police Doctor and the Sickness Committee continued to work closely together to provide pastoral care and support for staff with long-term health concerns.

### **Financial Assistance for Private Study**

This was the second successful year of the Financial Assistance for Private Study Programme with \$28,000 allocated in the 2000/01 financial year, enabling police officers to pursue studies in their own time whilst employed by the Service. A total of \$22,716.76 was spent to assist thirteen officers with private study in the following areas:

- Supervisory Management Certificate  
*Bermuda College*
- MA in Human Resources  
*Webster University*
- MA in Management  
*Webster University*
- Associate in Business Management  
*Bermuda College*
- MSc Security Management (2 officers)  
*University of Leicester*
- BSc Policing Correspondence (2 officers)  
*University of Portsmouth*
- MSc Criminal Justice Studies (2 officers)  
*University of Portsmouth*
- Personal Computer Repairs  
*Bermuda College*
- LLB Bachelor of Law (Intermediate)  
*University of London*
- Legal Studies Certificate  
*Bermuda College*

### **Employment of Temporary Police Officers during the Summer Vacations**

The Bermuda Police Service once again hired temporary police officers during the summer months. These persons were all former officers

who opted to leave the Service to study abroad. They provide a valuable service by assisting in the non-operational areas where a police presence is required.

### **Performance Appraisal System – Civilian**

The Department of Personnel Service introduced a new performance appraisal system for all civilian (BPSA) employees. Emphasis is on a continuous process of planning, informal review, formal one-year review, coaching feedback and year-end assessment.

### **Government Reporting Procedures**

The Police Service completed the Commission for Unity and Racial Equality (CURE) questionnaires and submitted details to the Department of Personnel Services on the racial make-up and salaries of all staff by racial group. This was the first time that this exercise has been completed.

### **Staff Relations – BPA, BPSA, BIU**

**The Bermuda Police Association** – The Police Management Team successfully concluded a round of negotiations with the BPS led by a representative from Personnel Service. This agreement saw the resolution of a number of outstanding issues from the last negotiations. The sessions were conducted and concluded in a timely manner.

**The Bermuda Public Services Association** – The Commissioner of Police met with BPSA representatives throughout the year to discuss concerns of civilian staff. This forum provided an avenue for the resolution of issues.

**Bermuda Industrial Union** – The Government informed all government departments, including the Bermuda Police Service, that the BIU would collectively represent all industrial employees in government. Meetings were held with the BIU and industrial staff hitherto not represented collectively by the BIU in order to familiarise them with the Union's current rules and regulations.

### Policy Development

A revised Grievance Policy was agreed by the BPA and management that included the introduction of Grievance Advisory Boards (GAB) comprised of a chief inspector, BPA representative and one other. Grievances as a result have been handled expeditiously, and are perceived to be fair and impartial.

### Sexual Harassment

Meetings were held with BPA representatives to finalise revisions to the current policy. The need for training of all Service personnel was identified.



ComOps maintains constant communication between all departments in the Service.

### Career Break Policy

The Career Break Policy was revised and accepted by the BPA with the proviso that the period of absence be reduced from three to two years.

### Long Service Monetary Awards

These were presented to 54 officers for attaining service milestones of 6, 12, 18, 24 or 30 years. Cash remunerations were presented, along with Long Service Certificates. Awards were presented to each recipient by the Commissioner of Police at a special reception.

### Computerised HR/Financial System

A Technology Committee, comprising the Finance & Administration Manager, Officer-in-Charge of Administration, the Career Development Officer and the Human Resource Manager, was formed to choose a HR/Finance programme package, and to oversee its implementation. Initial, fact-finding discussions have

taken place with various vendors, but a final package has not yet been chosen.

The HR Department continues to strive to meet the needs of the Strategic Plan as outlined by the Commissioner and his executive team, as well as those needs of individual staff members. It is hoped that after the introduction of specific and relevant policies, both the individual and organisational needs of the Service can be met to mutual benefit.

### CAREER DEVELOPMENT

#### *Chief Inspector Randy Liverpool*

In its first full year, the **Career Development** Officer has addressed a number of concerns from officers about their professional development, including the provision of a structured career development programme, equal opportunities, utilisation of specific skills and talents, and other career-related issues.

In March, a Career Development Strategy was submitted and subsequently approved by the Policy Committee; the culmination of months of research and personal interviews conducted throughout the Service. The Strategy contained several recommendations, encompassing four primary objectives. These included:

- ♦ **Continuous Job Enrichment and Training** – to provide planned and systematic opportunities for continuous personal development and training for officers, in order to increase efficiency, effectiveness and professionalism, and to enhance job satisfaction.
- ♦ **Performance, Recognition and Incentive** – to provide a systematic process to objectively identify and highlight high performance officers, nurturing their potential to aspire to higher ranks with developmental programmes.
- ♦ **Development Support** – to provide opportunities for guidance counselling, collaboration of experiences, and advice through organised processes. These processes are aimed at enhancing the development of the workplace through improved motivation, improved communication, cultivation of a culture of learning and enhanced management skills.

- ◆ **Equal Opportunities** – to provide standardised guidelines, in the form of procedures and policies to ensure the promotion of openness and transparency, fairness, and equality for all officers in matters pertaining to career development.

Some of the recommendations have already been implemented. These include, the internal advertising of vacancies, and an interview process that ensures the selection of suitable candidates for postings. Policies and Standard Operating Procedures are now being formulated to facilitate implementation of all the approved recommendations.

In July, the Career Development Officer, in conjunction with the Project Renewal and Implementation Team, revised the Service appraisal system. It now includes an unambiguous rating system, an improved list of competencies with clear, corresponding performance indicators, performance review logs, and an improved systemised process that promotes fair and timely appraisals, and addresses other issues that have been highlighted.

The establishment of the Career Development Office has provided the means by which officers can now be interviewed for advertised vacancies that arise in various departments. It also facilitates requests for transfers, career path advice, conducts exit interviews, and addresses issues of performance and welfare. It is a busy office that is proactively tackling the career issues of serving officers with enthusiasm and dedication.

## **TRAINING & RECRUITING DEPARTMENT**

### **Chief Inspector Vendal Bridgeman**

The **Training & Recruiting** Department comprises the Recruiting Section, Training School, Driving School, the Cadet School and the Officer Training Section.

#### **Recruitment Section**

The recruitment of Bermudian officers is given high priority throughout the year, and is managed by the chief inspector. There were 23 new officers recruited in 2000, a disappointing figure

to the 39 vacancies created through resignations and retirements. In an interim bid to bolster the numbers, the Commissioner of Police was given Government approval to recruit 45 officers from overseas on a three-year secondment. A Recruitment and Selection Team travelled throughout the Caribbean and to the United Kingdom in the early part of the year. 21 officers were recruited from St. Lucia, Trinidad & Tobago, Jamaica and Anguilla, 11 from the United Kingdom. The remaining 13 secondments are expected to be filled in the coming year. In the meantime, local recruitment efforts will continue aggressively with the development of a long-term strategy anticipated for 2001.

#### **Cadet School**

With the concerted efforts of the Commissioner of Police and the Bermuda Government, the Cadet School reopened on February 4, 2000 after a two-year closure. The new Cadet Programme is intended to provide Bermudian officers for the Service. With the reopening of the revised Programme, cadets are now required to sign a contract, co-signed by a parent or guardian, ensuring that they serve at least three years as police officers after graduating from the Bermuda College. This initiative will continue to provide an excellent long-term resource of disciplined and professionally trained young people, who at the very least can utilise the training in other areas of their lives as productive citizens. The new Programme also allows the cadets the opportunity to earn an attractive monthly salary and the payment of their tuition fees at the Bermuda College.

#### **Training School/Officer Training Section**

The Service has always maintained a strong emphasis on training and has encouraged the use of professional development opportunities both locally and overseas. However, recommendations outlined in the Commission of Inquiry into Serious Crime in Bermuda provided added impetus to the Service's training policies and initiatives that will almost certainly see an increase in the staffing levels, and resources of

the Training School.

Local and overseas courses offered during 2000 included the following:

#### **Local**

Recruit Foundation Courses

Continuation Courses

Fingerprint Processing Courses



Self-Defence Courses

Street-Duty Tutor Constable Courses

Promotion Process Workshops

Bermuda Reserve Police Basic Courses

Analyse Notebook Training Workshop

Authorization Driving Courses –  
(Driving School)

Grade I and II Driving Courses –  
(Driving School)

Investigators Courses

Interviewing Techniques and Statement –  
Taking Courses

Expandable Baton Courses

Handcuff Courses

Local Accident (Nuclear) Procedures Course

Alco-Analyser Instructors Course

Public Order Training Courses

Officers Safety Trainer Development

Appraisal Training Workshops

Grievances Courses

Medical Management of Disaster Course

Professional Association of

Diving Instructors Course

Interview Board Training Course

CPR Re-certification Course

Skid Car Training Course

American Management Association Courses

Explosive Ordnance Device Course

Motor Cycle Courses –  
(Driving School)

Supervising Management Courses

Intelligence Analysis Training

#### **Overseas Training Courses and Conferences**

##### United Kingdom

Strategic Command Course

TSCM Training (Intelligence)

Intermediate Fingerprint Courses

Initial Scenes of Crime Course

Fraud Investigation Courses

Specialist Fire Arms

National Fire Arms Tactical Advisor

VIP Close Protection

##### Canada

Senior Police Administration Courses

Major Case Management

Major Crime Investigation Technique Courses

Glock Armourer Re-certification

Armed Shipboarding Course

Radiography Course

Money Laundering & Financial Crime  
Conference

Crime Stoppers International & Training  
Conference

##### United States of America

Analytical Investigative Techniques Course

Underwater Explosives Technician

Analytical Investigative Techniques Course

H K Sub-machine Gun Master Instructor

Ialeia Training Conference

New World System Computer Conference

Hurricane Preparedness Conference

Armour Course and Instructor Workshop

##### Jamaica

Intelligence Analysis Course

Narcotics Investigators Courses

Junior Command Courses

Senior Traffic Manager Course

Drug Trainers Regional Workshop



## Other

Interpol Training (Puerto Rico)

Egmont Conference (Panama City)

Disaster Management Conference

(British Virgin Islands)

Heads of Special Branch Conference (Grenada)

## DRIVING SCHOOL

### **Sergeant Raphael D. Simons**

The **Driving School** logged another productive year in 2000. Eighteen courses were held between January and August, after a 3-month extension for the Driving School's training segment. Traditionally, the School closes in May for the summer. The contribution of Sergeant Darren Glasford is gratefully acknowledged, as his secondment to Driving School permitted several courses to be run simultaneously.

The Department is managed by two officers who are responsible for conducting driver and rider training courses for Police officers, Reserves, Transport Control Department examiners and other relevant agencies.

Five Standard Response Courses were taught in 2000. Nine out of fourteen students achieved Response designation and are now

qualified to drive to a maximum of 80km/hr.

There were three Advanced Car Courses held this year, two more than in 1999. For two of the three courses held, the School was able to provide an unprecedented three cars for the students with which to train. Fourteen students enrolled, nine passed. There were three Motorcycle Courses held with eight students attending. Seven were successful and were authorised; one student fractured his wrist in an unfortunate incident during off-road training. He was unable to complete the remainder of the Course. 10 two-day Authorisation Courses were held during 2000 with thirty-nine students. The Police partnership with Reserves continues, with Reserve Police comprising the majority of attendees (14). Police and civilian staff provided the remaining numbers. The courses finished with a 69% pass rate, an improvement to the 43% pass rate in 1999. The vast majority of students who were unsuccessful had problems with the Traffic Code examination. This exam is similar to the Transport Control Department's exam, and the exam results will be addressed by the Training School supervisors.

Staff of the Training School successfully completed an Auto Control Monster Instructor Training Course in March. Professor Frederick Mottola, inventor of the Auto Control Monster, and Chairman of the National Driver Behaviour Institute in the United States, conducted the local course as a guest lecturer. With this equipment, the Training School is now capable of teaching skid detection, avoidance and correction. This discipline has been added to both Advanced and Standard Courses and has been received favourably by students.



Driver training continues to reinforce the skills of Police officers on the roads.

Other courses run by the department included: Scooter (3), Truck (2), Basic Motorcycle (1), Car Assessments (3) and Motorcycle Assessment (2). Seven vehicles were test driven by the Training School that were on loan from various car and motorcycle dealers.

A new full-time staff member was added following the recommendations made in a Driver Training Department Policy Paper, approved by Policy Committee in August. Training was undertaken later in the year, and further training

for qualification continued in Hampshire, United Kingdom. It is anticipated that with the additional staff member, spot-check monitoring of authorised (Grade IV) drivers can be established on a regular basis.

Training School has also benefited from modern technology. Its day-to-day operations are now computerised with the aid of a Microsoft Access database programme in which all driving qualifications are kept. Driving records for each student are also recorded.

#### Breakdown of courses held in 1999:

Course	Number	Students	Passed	Failed	%
Standard	5	29	19	10	65.5 %
Advanced	1	4	3	1	75 %
Motorcycle Scooter	12	44	41	3	93.2 %
Truck	2	2	2	-	100 %
Authorisation	4	14	7	7	50 %
Civilian Authorisation	2	2	1	1	50 %
<b>Total</b>	<b>26</b>	<b>95</b>	<b>73</b>	<b>22</b>	<b>76.8 %</b>

#### Breakdown of courses held in 2000:

Course	Number	Students	Passed	Failed	%
Standard	5	25	14	11	56 %
Advanced	3	13	9	4	69.2 %
Motorcycle	3	8	7		87.5 %
Scooter	3	6	6	-	100 %
Truck	2	6	6	-	100 %
Authorisation	10	39	27	12	69.2 %
Basic Motorcycle	1	2	2	-	100 %
Skid Monster Instructor	1	3	3	-	100 %
Potential Instructor	1	1	1	-	100 %
45 Min. Assessments (Civ.- Car)	3	7	6	1	85.7 %
45 Min. Assessments Motorcycle	2	2	2	-	100 %
<b>Total</b>	<b>34</b>	<b>112</b>	<b>83</b>	<b>29</b>	<b>74.1 %</b>

#### Current status of Police drivers' qualifications:

	Grade 1	Grade 2	Grade 3	Grade 4	Cycles Only	Unauthorised
Constables	78	25	72	71	-	70
Sergeants	41	-	31	3	-	-



## FINANCE & ADMINISTRATION

**Mr. Stephen Harrison** C.A.

**Finance & Administration** comprises three departments: Finance, Administration and Stores. The start of the new year brought the departure of the first civilian Finance & Administration Manager, Mr. Robert L. Jardine, who will be remembered for his diligence and tireless efforts, often above and beyond the call of duty. Mr. Stephen Harrison assumed his post as head of the Finance Department. The Finance Department provides accounting and financial management for the whole of the Service. The operating budget of \$37.5 million, and the capital budget of \$2.8 million comes under its management. Its responsibilities include payroll administration, accounts receivable, accounts payable, financial statement and budget preparation, and many ad-hoc reports that are required throughout the year. These responsibilities are undertaken by four full-time civilian staff.

## Administration

**Acting Inspector Alex MacDonald**

The Department comprises one inspector and a sergeant who assume responsibility for the office management and administrative support to senior officers. The sergeant's primary responsibilities include the processing of Firearm Licenses, Security Guards and the issuing of various permits as well as supervising the three civilian staff employed. The Department also handles daily enquiries from local and overseas governmental agencies and members of the public. Areas of typical interest include police clearances, overseas immigration enquiries, Government Health Insurance, and the annual leave and sickness records of members of the Service. Administration and the Human Resources Department capitalise on the proximity of the two offices to complete the required tasks. It is anticipated that the upgrading of the computer system used by both offices will further facilitate this process.



New protective vests enhance the safety of officers on duty.

## Stores

**Mr. Michael Bremar**

The **Stores Department**, located at Southside, is responsible for the acquisition, receiving, storage and issue of police uniforms and consumable items.

## COMMUNITY RELATIONS

**Acting Inspector Stephen Lightbourne**

The **Community Relations Department** is located in the Commerce Building on Reid Street, Hamilton. It is responsible for providing a wide range of services to the citizens of Bermuda, through its various sub-units:

### DRUG PREVENTION OFFICER

**Pc Rodney Trott**

The **Drug Prevention Officer** was seconded to a number of other departments for approximately eight months of the year, which resulted in a very limited period served as the Crime Prevention Unit's drug education lecturer. In spite of this, between September and November, 23 talks were conducted with adolescents between the ages of 11-15 in the Government school system.

### CRIME PREVENTION UNIT

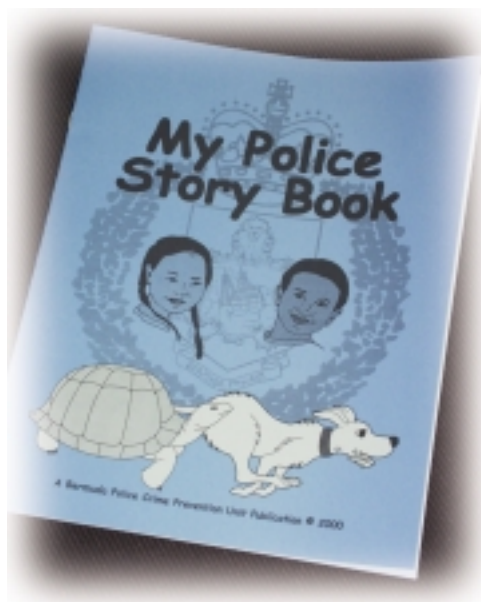
**Sgt. Chris Wilcox**

**Crime Prevention** comprises four officers and has overall responsibility for crime prevention matters, the monitoring and maintenance of intruder alarms statistics and drug prevention.

The Unit faced a number of personnel changes throughout the year, with a number of secondments and transfers to assist the Service when human resource levels were particularly stretched. Nevertheless, the year proved to be very successful.

### Highlights

- ◆ There were 69 security surveys performed of home and businesses throughout Bermuda (including security reviews of 12 hotel properties)
- ◆ An in-depth review of the former Royal Naval Dockyard, conducted by the civilian Crime Prevention Officer
- ◆ There were 23 lectures provided to interested groups and organisations
- ◆ The Police Night School Course run between March and May
- ◆ The prestigious Annual Hotel Merit Awards were co-sponsored with the Departments of Tourism, Health and Fire Services. The Awards involved a dozen safety and security surveys of hotel properties. Successful properties were awarded plaques at a gala reception
- ◆ The production of a brochure "Security Advice for Women"
- ◆ The production of a children's storybook "My Police Story Book" for pre-schoolers, featuring police-related stories



- ◆ The launch of an anti-counterfeit currency campaign in response to a flood of Bermuda counterfeit bills on the local market. Crime prevention officers visited scores of local businesses and provided advice to staff about detection
- ◆ The launch of a Christmas anti-shoplifting campaign involving visits to local retailers and talks to staff on shoplifting prevention
- ◆ Became a part of the Board of Trustees for Age Concern

The Crime Prevention Unit and its diligent staff were also the recipients of Merit Awards and notes of Good Work for their vigilance in keeping the community informed about crime prevention issues. Unfortunately, many of the trends in break-ins and thefts are directly linked to opportunistic crime and the Crime Prevention Unit anticipates expanding its proactive public awareness messages and campaigns in the future.

### COMMUNITY & JUVENILE SERVICES

#### *Sergeant Mike Chlebek*

Staffed by a sergeant and five constables, the **Community & Juvenile Services Department** (CJS) is the only investigative unit in the Community Relations Department. It investigates all reports of missing persons, particularly runaway juveniles, and investigates reported incidents of physical and sexual assault on all children under the age of 18. This investigative unit also handles complaints of annoying telephone calls. The vast majority of such calls are domestic related, and are usually resolved with a severe warning to the suspected offender. The complainants are inevitably satisfied when the calls cease. However, it should be noted that of the 57 annoying telephone calls received, none resulted in prosecution. This particular service call is likely to be reviewed in the Crime Management Strategy expected to be released in 2001.

The passage of the new Children's Act 1998, which took effect January 1, 2000, heralded a long-awaited day for child protection agencies

and organisations. It encompassed legislation which now requires mandatory reporting of all suspected cases of 'significant harm' to children. Such obligatory reporting requirements apply to those who perform professional duties with respect to a child, and include doctors, teachers, childcare workers, members of the clergy and others. The Director of Child and Family Services receives all such reports which are then forwarded on to an 'on-call' social worker within that Department, who will initiate the appropriate action. Various options are available, including removal of the child, and subsequent police investigation.

There is a close liaison with other government departments and private agencies, such as Child and Adolescent Services, medical social workers, the Coalition for the Protection of Children and Bermuda Youth Counselling Services. The officer in charge of CJS sits on various committees such as the Child Protection Team, the Interagency Partnership for Children and Families and the Schools Interagency Partnership. He is also a member of the Steering Committee of the Sexual Assault Response Team (SART).

CJS officers are to be commended for their hard work in a particularly busy year that yielded several notable cases either pending before the courts or successfully prosecuted.

Highlights this year included:

- ◆ A man sentenced to ten years' imprisonment for incest
- ◆ A school teacher charged with seventeen cases of sexual assault on school children
- ◆ A man convicted of 'buggery' on a four year old boy (sentencing pending)
- ◆ A Customs officer convicted of molesting a seven-year old girl
- ◆ A man convicted of committing numerous sexual acts on a seven-year-old boy. His computer was full of child pornography, some of which had been downloaded from the Internet the night before his arrest.

During 2000, CJS officers attended seminars conducted by clinical and forensic psychologist, Dr. Ann Dell Duncan from St. Louis, Missouri.

They were also involved in facilitating lectures to student counsellors and medical workers on the significance of the new Children's Act.

#### **There were a total of 149 offences dealt with in 2000 by CJS officers:**

Sexual assaults	19
Sexual Exploitation	31
Unlawful carnal knowledge	8
Incest	1
Common assault	7
Assaults (actual bodily harm)	16
Assaults (grievous bodily harm)	0
Child Neglect	1
School breaking	8
Annoying Telephone Calls	57
Intruding/privacy of female	1
Stalking	1
Offensive/Threatening Behaviour	2
Taking Child off Island unlawfully	1
Child desertion	1
Child neglect	3

Two CJS officers are to be commended for the timely arrest of a suspect for robbery and the subsequent enquiries leading to a Supreme Court trial early 2001.

#### **POLICE SCHOOLS LIASON R.E.A.C.H. PROGRAMME**

##### **Sergeant Martin Weekes**

This year marked the fifth anniversary of the **Resistance Education And Community Help (R.E.A.C.H.) Programme**, and its achievements this year continue to serve as a working example of how successful partnerships can be forged between the Bermuda Police Service and outside agencies. The message of a safe, drug- and violence-free lifestyle is consistently reinforced for Bermuda's children, thanks to the partnership enjoyed with the Department of Education, prevention agencies and families.

The goals of the R.E.A.C.H. programme are:

- ◆ To assist young people in understanding and accepting the principles of good citizenship and social responsibility





The R.E.A.C.H. department continually bridges gaps between Police and Bermuda's youth.

- ◆ To foster crime prevention in schools and other educational establishments
- ◆ To develop a broader understanding of the role of the police
- ◆ To offer positive guidance on the safeguards young people should take to protect themselves and others from dangers in the community and at home

R.E.A.C.H. officers provide classroom instruction throughout Bermuda's schools, and have been trained in areas such as child development, classroom management, teaching techniques and communication skills. In addition to the classroom instruction, the officers socialise with students before and after school, during the lunch break and are involved in many other school events, such as PTA functions and overseas field trips. Such activities provide students with the unique interactive opportunity to view the officer as an approachable adult, and not just as a uniform.

In 2000, R.E.A.C.H. officers taught over 800 individual lessons to students at Primary, Middle and Secondary levels. In addition they worked closely with the Outward Bound Unit and agencies such as the Coalition for the Protection of Children and the Family Learning

Centre, providing group and one-on-one assistance to 'troubled' youths who might otherwise attract police attention in less positive encounters.

The Gang Resistance Education and Training (G.R.E.A.T) Programme, also taught by R.E.A.C.H. officers, continued in its third year in all Government Middle schools; and was introduced to Saltus Grammar School this year. Core objectives aim to prevent gang involvement before it begins, and to educate young persons about the effects gangs can have on themselves and their neighbourhoods. The Programme consists of 12 individual lessons, and encourages skill building in such areas as:

- ◆ Non-violent conflict resolution
- ◆ Resisting peer pressure
- ◆ Goal setting
- ◆ Community awareness

In November, after careful development and planning, the Unit spearheaded the successful re-launch of the "Junior Sports Superstars" Trading Cards in a winning partnership with the Bermuda Council for Drug Free Sports and Renaissance Reinsurance. The new cards carry the similar design of the earlier 1980s edition,

and feature photos of 19 of Bermuda's young athletes who were nominated by their respective national sporting bodies as positive role models. Each profile contains a short biography of sporting achievements and a personal 'drug-free' message. R.E.A.C.H. officers are similarly profiled. The production of additional trading cards, featuring other young exemplary 'drug-free' athletes, is planned for the early part of 2001.

There were several personnel changes within the R.E.A.C.H. Office, including the appointment of Sgt. Martin Weekes as officer in charge. Buoyed by its growing success within the community, the Unit is now anticipating an evaluation of the programme in 2001, performed in conjunction with the Department of Education.

#### **OUTWARD BOUND**

##### ***Constable Mark Norman***

The Paget Island **Outward Bound Centre** continues to be very popular with Bermuda's schools and youth groups. Despite the full-time staff being short one member, there were a record number of students involved in its courses; 1,129 young people took part in either the one-day course offered to schools during the school year, or the various courses that ran during the summer vacation period. The popular five-day residential courses did not take place this year due to a lack of available staff, but three weeks of day courses were offered instead. In November, Outward Bound welcomed Ms. Catherine Durkin as a senior instructor in the Programme. In addition, the regular cadre of four or five summer students hired to assist as instructors was reduced to only one this year, resulting in significant cash savings for the overall programme. And Outward Bound once again welcomed and gratefully acknowledged the annual financial grant of \$20,000 from the Department of Youth & Sport.

Eighteen Bermudian young people attended Outward Bound's overseas courses at the Aberdovey Outward Bound Centre in North Wales, U.K. There they joined with 120 other students from all over Europe to participate in a

19-day multi-element course in unfamiliar mountainous terrain. A total of \$55,000 was raised to fund this trip, and heartfelt thanks are extended to the business community for its continued support of the youth of Bermuda.

In November, Pc Norman attended the Annual General Meeting of Outward Bound International, held in Borneo, Malaysia. He continues to serve as Council Member on the International Board.

#### **COMPLAINTS & DISCIPLINE**

##### ***Acting Inspector Michelle Simons***

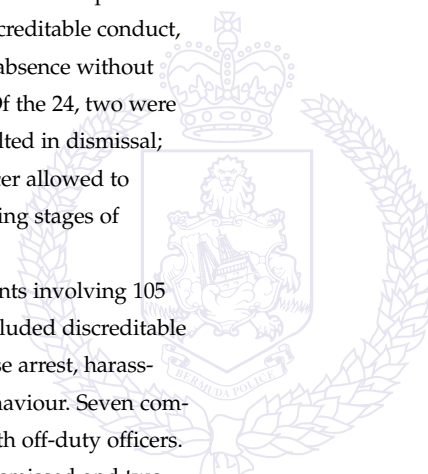
##### **The Complaints & Discipline Department**

investigates complaints against police from members of the public. It also reports to the Service Disciplinary Officer on investigations involving breaches within the Service.

At full establishment, the department is headed by a chief inspector, and assisted by an inspector, sergeant and civilian clerical support. This year, however, the labour-intensive requirements of an internal investigation concerning the controversial Pyramid Scheme (with which some police officers were alleged to be involved), consumed the responsibilities of the acting chief inspector, leaving the acting inspector to liaise directly with the Service Disciplinary Officer for those complaints requiring senior rank involvement.

In 2000, there were 24 internal reports of misconduct ranging from discreditable conduct, disobedience and neglect, to absence without leave, assault and due care. Of the 24, two were informally resolved; one resulted in dismissal; one was aborted and the officer allowed to resign; and 20 remain at varying stages of investigation.

There were 65 complaints involving 105 officers. These complaints included discreditable conduct, assault, attitude, false arrest, harassment, and unprofessional behaviour. Seven complaints involved incidents with off-duty officers. Two complaints have been dismissed and two were withdrawn. Sixty-one complaints remain at varying stages of resolutions. It is noteworthy that nearly half of the complaints hinge on the



differences between public perception and expectation, and actual police procedure when officers are required to deal with incidents. Such procedures are constantly under review to ensure that the Bermuda Police Service mandate to enforce Bermuda's laws are not only carried out justly, but are perceived to be carried out justly by the public it serves.



The independent Police Complaints Authority moved to its own office space in Hamilton in September, and continues to investigate complaints about police officers, and direct or supervise enquiries into civilian complaints.

In efforts to continue to proactively review its policies and procedures in dealing with the public, specific training is identified and undertaken by staff. The acting inspector attended the International Conference on Conflict Resolution Through Mediation presented by the Centre for Community and Family Mediation, the Coalition for the Protection of Children and Carlton University, Canada. In addition, both senior officers of the department provided training to new recruits on matters of discipline and conduct.



# Remit of the Acting Assistant Commissioner

JONATHAN D. SMITH, CPM., B.Sc. DIP. CRIM.

## REVIEW OF CRIME

### Deputy Commissioner George Jackson

CPM, Dip. Crim.

Bermuda has experienced an overall reduction in crime of 29% when comparing 1999 to 2000. This is a significant drop, which is consistent with trends in other jurisdictions around the world. The total number of true cases of reported indictable crimes in 2000 was 5,008, compared with 6,416 in 1999 representing a decrease of 22%. The total number of minor crimes was 2,103 in 1999 as opposed to 1,018 in 2000 representing a decrease of 52%.

The significant decreases are reflected in most categories involving serious crimes against persons and property. These include murder, grievous bodily harm, wounding, actual bodily harm, robbery, assaults on police, sexual assaults, burglary, housebreaking, forgery & uttering, false pretences/credit by fraud, handbag snatches, cycle removal, shoplifting, property damage and firearms offences.

The rate of resolving crime or the 'clear up' rate of crimes against persons and property rose from 32% to 36% year over year. Likewise, the 'clear up' rate increased from 59% to 71% in all minor crimes.

To determine how the BPS is performing overall for Bermuda, the following report on the BPS Performance Indicators is based on the population, the number of dwelling units, and the number of registered cycles.

- 1) Crimes Against the Person – There were 8.2 offences per 1,000 people
- 2) Housebreaking and Burglary – There were 14.5 offences per 1,000 dwelling units
- 3) Vehicle Crimes – There were 37.3 cycles removed per 1,000 registered cycles
- 4) Total Crimes (includes Major Crimes against Persons, Property and Minor Crimes categories) – There were 96.1 crimes per 1000 people.

These Performance Indicators will provide a more accurate assessment of the performance of the BPS for its community. The overall objects of the Service for the year 2001 will be to reduce the

rate of crimes in each Performance Indicator, thereby reducing the number of total crimes occurring in Bermuda.

## MAJOR INCIDENT ROOM

### Chief Inspector Carlton Adams

The **Major Incident Room** (MIR) has continued its successes in investigating major crimes in Bermuda. It has come under the direct responsibility of the Officer-in-Charge Specialist CID since it was established as a full-time, permanent entity of the Service in 1997. MIR is staffed by a detective chief inspector, a detective sergeant and four detective constables, one of whom doubles as the unit collator. During the initial stages of a major crime investigation, the Unit can be complemented by officers from other investigative and uniform divisions. MIR also provides training and experience for those interested in pursuing investigative policing.

Police mediate talks at Prospect to alleviate incidents of violence.



Notable court cases in 2000 included the successful prosecution of a man for sexually assaulting two women at knifepoint. He is now serving a 22-year sentence. In April, a man convicted of manslaughter during a domestic dispute, was sentenced to 14 years imprisonment. A brutal stabbing murder in February was investigated by the MIR that resulted in the arrest of three men. A Supreme Court case



is pending. Other cases include three attempted murder investigations, all involving severe beatings.

Operation 'Gang Warfare' was initiated



following a spate of violent attacks involving rival groups from various parishes. Staff from the Major Incident Room, along with Eastern and Central CID, and Narcotics were paired together to counteract the trend. Several persons were apprehended and placed before the courts for a variety of offences, including drug possession, offensive/prohibited weapons and outstanding warrants.

The MIR staff has continued to lend its expertise to the various divisions within the Service throughout the year. Assistance was rendered with the conducting of identification parades, the execution of search warrants, street searches and written witness and caution statements.

Similarly, the Office remains indebted to the various divisions, departments and units within the Service that have assisted in one way or another through the loan of officers to augment our investigations. The Scenes of Crime Office in particular, is singled out for countless hours of servicing/processing numerous requests, which has undoubtedly contributed to the success of MIR. The assistance and support of our civilian staff and members of the public are also gratefully acknowledged.

#### **NARCOTICS DEPARTMENT**

##### **Chief Inspector Larry Smith**

Chief Inspector Larry Smith assumed command of the unit in April, at a time when the

inter-agency interdiction and intelligence unit (CEIT) comprising H.M. Customs and Narcotics personnel was fully operational.

The primary functions of this Department continue to be that of enforcing the laws under the Misuse of Drugs Act, 1972, and of bringing the perpetrators to justice. Long-term ideals would see the complete elimination of the drug scourge throughout Bermuda. Education of the entire community is essential in this regard, and is being pursued vigorously with drug and drug-related lectures given consistently to various organisations and institutions.

Close liaison continues with other related agencies: the Bermuda Immigration Department, the U.S. Customs and Immigration Departments, and drug enforcement agencies around the world, including the U.S. and the Caribbean. Those partnerships continue to be cemented with the frequent exchange of visits between our officers and these agents as the need arises. There is also constant liaison with the Bermuda Police Service's specially assigned US DEA agent who continues to provide invaluable assistance to the Department on a wide range of investigations.

#### **Major Seizures**

##### **January**

- ◆ A 21-year old American female was conveyed to the hospital from a commercial airline flight and subsequently passed 12 pellets of diamorphine (Heroin). She was charged, convicted and is currently serving a 10-year sentence.
- ◆ Officers acting on information received executed a search warrant at a Smith's parish residence, and arrested two persons for possession of 108 grams of brown heroin. The male was convicted and sentenced to 10 years imprisonment. The woman is awaiting sentencing.
- ◆ A 46-year old male passenger on board a commercial airline was sentenced to 6 1/2 years in prison after a quantity of white powder/resin was found in the lining of his luggage on his return to Bermuda.

Forensic evidence can prove vital to major investigations.



- ◆ An 18-year old American female was arrested at a local guesthouse after her arrival in Bermuda, and found with 222.8 grams of cocaine freebase. She was sentenced to 3 1/2 years; her co-accused is awaiting trial.
- ◆ A 20-year old male resident received 8-year concurrent sentences on each of three charges for importing 203.1 grams of cocaine, 1,207 grams of cannabis and 181.2 grams of resin into the Island.

#### February

- ◆ A 39-year old local female was arrested after a search at the Airport on her return to the Island revealed 145.6 grams of 45% pure cocaine. She was sentenced to 5 years.

#### March

- ◆ A 24-year old male resident swallowed 14 pellets of 84% pure cocaine, weighing 107.6 grams. He was conveyed to hospital following his arrival on a commercial flight; and was subsequently convicted and sentenced to 5 years.

#### June

- ◆ Two men were found in possession of 775 grams of cannabis after a personal search conducted in the western area. They were sentenced to 4 years.

#### July

- ◆ 496 grams of cocaine were found on board a visiting cruise ship by its staff. There were no suspects in this case.
- ◆ A Jamaican crewmember was arrested in Paget, with 240.3 grams of cocaine. He was sentenced to 4 years.
- ◆ A Dominican national died after swallowing 90 pellets (973.5 grams) of between 64 – 70% pure cocaine. He had been aboard a commercial flight to Santo Domingo from New York.

#### September

- ◆ A 34-year old Jamaican female was conveyed to hospital after she was suspected of ingesting a quantity of drugs. She subsequently passed 59 pellets of 66% pure cocaine (457.7 grams), and was sentenced to 2 1/2 years imprisonment.

#### October

- ◆ A Jamaican male passed 99 pellets of cocaine in hospital (weighing a total of 860.6 grams) after his arrival on a commercial flight. He was sentenced to 8 years.

#### December

- ◆ Importing 57 pellets of 73% pure crack cocaine (330.2 grams) and 38 grams of cannabis into the Island caused a 32-year old Jamaican national to be sentenced to 6 1/2 years imprisonment. Another 29-year old Jamaican national passed 67 pellets of 82% pure crack cocaine (450.4 grams) in hospital, after his arrival on board a commercial flight from New York to Bermuda. He received an 8-year prison term.

#### AIRPORT FACILITIES

The Airmail/Courier Facility remains a constant challenge for the interdiction teams, who regularly discover controlled substances in packages with fictitious names. Some of the more sizable seizures seen this year include the following:

- 3553.9 grams of cannabis at the Airport Mail Facility
- 2.27 kilos of cannabis at the Airport Mail Facility
- 4.41 kilos of cannabis at the Airport Mail Facility
- 1.356 kilos cannabis via Customs Courier Service
- 8.519 kilos of cannabis from the Customs Freight Shed

Training for local narcotics officers continues at a number of renowned agencies including the DEA facilities in New Jersey, and at the Caribbean Regional Drug Training Centre in Jamaica.

Deepest appreciation is extended to all members of the public who continue to assist us in the fight against this scourge. We solicit and encourage their support.

## NATIONAL INTELLIGENCE DEPARTMENT

### *Inspector Andrew Boyce*

It was a busy year for the **National Intelligence Department** NID, which processed over 1,259 information documents submitted from a large cross-section of the Service during the twelve-month period. Many of the submissions led to some very good arrests and convictions. In other instances, submissions from the various Watches, Departments or Divisions proved extremely helpful in providing valuable resource information to officers that could be provided on request.

Overall, there has been a noticeable improvement in the quantity and, more importantly, the quality of information being submitted, thereby indicating some success in Service-wide efforts to stress the importance of intelligence gathering. It is anticipated that such success will continue as the Service completes its transition to intelligence-led policing.

NID is indebted to Sergeant Malcolm Hinds who retired after completing 33 years with the Service in October; the last four of which were served as the Police Crime Statistician. Sergeant Peter Brentano, who brings a wealth of knowledge on crime from previous postings in CID and Commercial Crime, has succeeded him. Sgt. Brentano's primary concentration will initially focus on fine-tuning the method of systematic inputting, so that consistently accurate and up-to-date crime statistics can be made available for any given offence, at any given time.

Also retiring was Sgt. Kevin Reeves who spent 21 of his 25 years of service in NID.

Several other transfers of staff have occurred throughout the year to ensure that officers become operationally acquainted with this core unit of the Bermuda Police Service.

## COMMERCIAL CRIME DEPARTMENT

### **Financial Investigation Unit**

#### *Inspector Alan Cleave*

The Commercial Crime Department comprises two distinct units: the Fraud Unit, responsible for the investigation of major frauds, computer fraud and counterfeit currency offences; and the **Financial Investigation Unit**, responsible for the enforcement of the provisions of the Proceeds of Crime Act, 1997.

The Department comes under the command of the Detective Superintendent/Specialist CID, and is housed at Police Headquarters in Prospect. Renovation plans are in place for the expansion of the current office space to better accommodate the Financial Investigation Unit. Staffing levels improved overall this year with the addition of one detective constable and a second scheduled to join early in 2001. The permanent staff will then total eight officers for the two departments. The Fraud Unit comprises one inspector, sergeant and three constables.

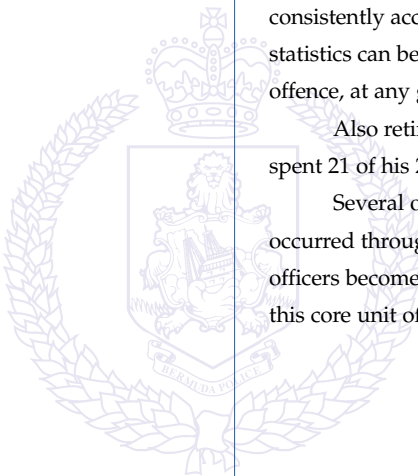
All officers are considerably adept and trained in computer systems; the four senior officers in the Department have in excess of 24 years of service; and all have attended various fraud, money laundering and computer crime courses in the United Kingdom, the United States and Canada.

The Department benefited this year with additional overseas training and the purchase of more computer equipment, laptop computers and i2 software by the UK "Good Government Fund".

### **Fraud Unit**

#### *Inspector David Cart*

The **Fraud Unit** dealt with approximately 783 cases in 2000. These included 288 Nigerian solicitation letters as compared with the 297 letters received in 1999. These letters are usually disseminated via mail, fax or the Internet. A further 390 cases related to counterfeit currency notes nearly doubling the 194 cases recorded in 1999. Most of the fraudulent notes were Bermuda \$50 and \$100 denominations, and had



been produced using either computer scanning or photocopying techniques. In the latter part of the year, the Bermuda Monetary Authority (BMA) introduced newly designed notes and changes in the law are under consideration in an effort to reduce this problem. The balance of cases under investigation by the Fraud Unit included offences of unauthorised access to computer systems, frauds by employees or company officials, false pretences, and stealing. The Unit also provided assistance to overseas law enforcement agencies.

In October, two officers from the Fraud Unit attended a three-day conference of the White Collar Crime Investigation Team (WCCIT) in Miami. Bermuda's membership in the group will become official once a formal exchange of memoranda of understanding takes place between the United States and British governments in this regard in 2001.

In May 2000, Detective Constable Robin Dyer of the Avon & Somerset Constabulary Financial Investigation Unit joined the Bermuda Police Service's **Financial Investigation Unit** on a short-term contract basis to assist with all aspects of the implementation of the proceeds of crime legislation. Dc Dyer's expertise spans some six years, and involves a number of money-laundering investigations. He has also prepared papers in connection with numerous 'confiscation' applications that have been presented to the Crown Court in England.

Officer training within the Unit remained a high priority this year. Three officers attended overseas training courses. One officer successfully completed the Financial Investigator's Course two others successfully completed the Financial Intelligence Development Officer's Course with the Greater Manchester Police. Also, one officer attended an FIU supervisor's course held in Port of Spain, Trinidad in September.

The Caribbean Anti-Money Laundering Programme (CALP) provides similar financial investigator's training for officers in the Caribbean. The final phase of the training is an attachment to an operational FIU. In this regard, and to assist the programme, Bermuda hosted

two officers from the Royal St. Lucian Police Force between January 24 and February 4. The attachment completed the required training for the two officers, earning them their designation as 'accredited financial investigators' within the region. The FIU has agreed to host a further three officers next year.

Local training featured a joint venture with the Fraud Unit on i2 Analyst Notebook training held at the Bermuda College in November. The training was opened to all members of the Service, and officers from various departments, including the Fraud Unit, FIU, Cycle Crime, National Intelligence, Passenger Analysis, Technology, the Major Incident Room and Field Intelligence attended. The four-day workshop was conducted by an overseas trainer, and all who participated completed the training successfully.

Two officers travelled to Panama to participate in the Egmont Group's VIII Plenary meeting. One officer attended an International Money Laundering & Financial Crimes Conference in Vancouver, Canada in October, and one officer attended the National Criminal Intelligence Service's Financial Investigators Conference in Birmingham, England in November.

Bermuda's prominence in the financial investigation arena was highlighted when, because of its membership in the Caribbean Financial Action Task Force, a local FIU officer participated in a CFATF mutual evaluation of Anguilla in July. The evaluation resulted in a report on that island's anti-money laundering legislation, policies and programmes.

In addition, a local FIU officer contributed to an article on money laundering in the Canadian publication *Offshore Finance Canada*. This article was published in the July/August edition of the magazine.

Operationally, the Financial Investigation Unit received over two thousand suspicious activity reports. It also processed five 'notices' regarding confiscation proceedings. After review, two of these requests did not require further action; the remaining three are still under investigation.

There were 13 overseas requests for assistance in connection with financial investigations or finance-related issues. Ten of these requests were from other Egmont Group members.

The FIU also assisted with the responses to the Financial Action Task Force's Non-Co-operative Countries and Territories review

There were no cash seizures under the Proceeds of Crime Act during the year.

However, in a joint venture with the Narcotics Department, one forfeiture application was made under Section 37 of the Misuse of Drugs Act. This application was successful and the court ordered the forfeiture of \$5,500 cash.

Also successful this year was a similar confiscation application under the provisions of the Proceeds of Crime Act. The application process was finalised in April when the Supreme Court determined that a convicted drug importer had benefited from drug trafficking to the amount of \$151,583, and ordered \$85,671 be confiscated. This amount was paid in full to Government's consolidated fund. The Proceeds of Crime (Amendment) Act was passed this year, and becomes effective in 2001. The amendment provides for the establishment of a Confiscated Assets Fund, into which all proceeds of any such confiscation orders will be deposited. Monies in this fund can, subject to the approval of the Minister of Finance, be used for a variety

of purposes including drug rehabilitation, education and law enforcement.

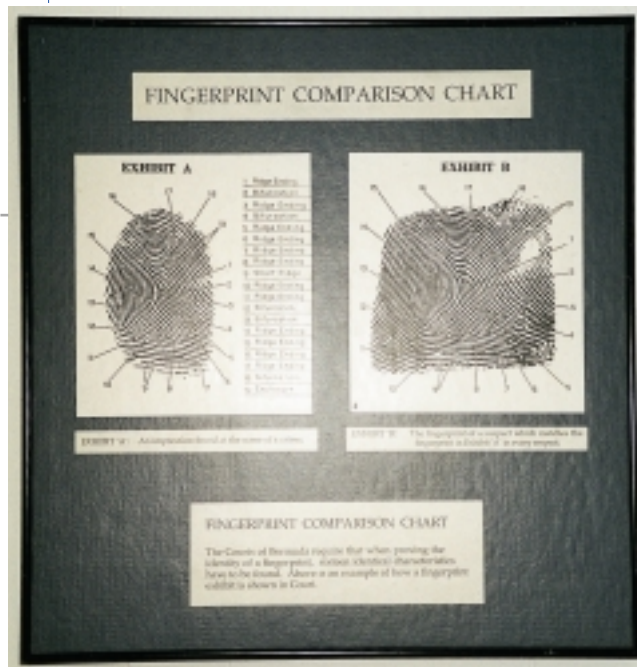
## SCENES OF CRIME

### Inspector Howard Cutts

The **Scenes of Crime Office** (SOCO) 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 Office is also involved in the preparation and presentation of such evidence for court cases.

This year, the Scenes of Crime Office dealt with 766 photographic assignments that included 97 narcotics incidents; 20 sudden deaths; 31 sexual assault reports; 134 reports of physical

The Scenes of Crime office examines forensic evidence at crime scenes.



and also the KPMG Review of Financial Regulation in the Caribbean Overseas Territories and Bermuda. The Review recognised the current resources of the FIU may be inadequate to carry out its present mandate and the matter is being addressed.



assaults; 22 robberies; 3 arsons; 4 road traffic fatalities; and 1 murder. There were 978 fingerprint assignments requiring the examination of various crime scenes, of which 357 produced positive results, leading to 66 identifications.

Three members of the SOCO staff attended the National Training Centre for Scientific Support to Crime Investigation in Durham, England. Two successfully completed the nine-week Initial Scenes of Crime course; the third successfully completed a three-week Intermediate Fingerprint Course.

#### **SPECIAL BRANCH**

##### ***Sergeant Paul Wright***

**Special Branch** is a small department within the Specialist Central Investigation Division, staffed by a sergeant, secretary/registrar and four constables. Special Branch remains an integral part of the Service, accountable to the Commissioner of Police through the Officer in Charge, Specialist CID and the Assistant Commissioner.

Special Branch is responsible for the gathering, assessment and interpretation of intelligence that may 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, Special Branch also conducts vetting enquiries; technical surveillance counter-measures, and is responsible for the security of local and visiting VIPs.

#### **Highlights**

2000 was a busy and challenging year for Special Branch particularly as it related to VIP visits and training. In May, six officers from the Metropolitan Police Service (MPS) visited Bermuda to conduct a VIP/Reactive Close Protection Officers Course. The purpose of the Course was to train eight Bermuda Police Officers (drawn from the Emergency Response Team) in the principles of proactive and reactive VIP Close Protection. It was the first time that the Course had been presented by the MPS in a consolidated format – the theory portion of which was delivered in the classroom, while the

bulk of the practical training simulated real-life scenarios and experiences.

Thanks to their efforts, all of the students passed the course and are now trained to the same standard as Royal Protection Officers in the United Kingdom. It is envisaged that these local graduates will train future Protection Officers drawn from various departments of the Service. The benefits of the training were realised almost immediately with the visit to Bermuda by former U.S. President Jimmy Carter and Mrs. Carter in June. Following that visit, senior U.S. Secret Service officials commended the local Protection Officers for their high degree of professionalism.

#### **Looking ahead**

The coming year will no doubt present further challenges. It is anticipated that the development of close protection training will continue, and that current technology applications will be enhanced.

#### **INFORMATION TECHNOLOGY**

##### ***Sgt. Norman Wilson***

The Police **Technology Group** supports and maintains all Information and Technology systems in use by the Service. While staffing levels are not yet at optimal levels, the Unit was able to implement a wide range of key system transfers that will see the Service's IT network system favourably comparable to other policing jurisdictions. Systems Business

Integration, a local computer consultant company, assisted in redesigning the Service's computer network during the early part of the year. Computer servers were brought back from the outlying divisions to a central location at Prospect to be rebuilt or replaced. This now enabled users to be able to sign on to the system from anywhere in Bermuda. In addition, a



**Police Training School strives to equip Police officers with the most up-to-date methods.**



higher speed network 'backbone' was introduced which minimised the downtime previously associated with the slower, leased lines. It is anticipated that the remaining downtime will be virtually eliminated after BTC completes the installation of back-up circuits, providing redundancy.

The Hamilton Police Station on Parliament Street, and the Community & Juvenile Services Department at Chancery Lane were both connected to Prospect via fibre optic cable that has proven to be completely reliable. The network supports approximately six hundred users, including police officers, civilians and Reserves.

The IT Unit assisted various departments with the forensic imaging of computers this year. Narcotics, Commercial Crime, CJS, the Criminal Investigations Departments and the Department of Telecommunications all benefited from this capability. In one case, evidence from the hard drive of a computer was instrumental in the conviction of a person for importation of a controlled drug. As computers become more and more commonplace, their use by criminals is growing exponentially.

A careful review of this Unit's structure and strategy is underway to assess how it can best be used to meet the requirements of the new policing strategy.

## SPECIALIST OPERATIONS

**Acting Superintendent Sinclair White**

### PROSECUTIONS DEPARTMENT

**Inspector Peter Giles**

Police **Prosecutions** was originally tasked with the responsibility of initiating court proceedings and the prosecution of offenders at the summary jurisdiction. The Prosecutions Department receives, collates and vets most case files intended for prosecution, whether on indictment or by summary process. Excluded from its remit are those cases involving agriculture, fisheries, dog and military offences, which are instead handled by the respective ministries, and processed by Crown counsel from the Attorney General's

Chambers. Maintaining proper conduct and control of Plea, Juvenile, and Traffic Courts also fall within the responsibility of the Prosecutions Department. Personnel are utilised primarily now in the handling of prisoners, and in liaison with the Department of Public Prosecutions, process all police prosecution files, notify witnesses of impending court dates, ensure completed files are returned for trial and oversee the administration of warrants issued to police for execution.

Courtroom security remains a matter of concern. There are only two court security officers provided for four operational Magistrate Courtrooms. The inadequacies have been highlighted in the Core Functions review and are to be addressed.

Staffing levels during the year included one inspector, one sergeant (who also serves as Coroners Officer), and four constables tasked with clerical duties, two constables engaged in court security and two civilian members of staff.

**Cases processed during 2000 are as follows:\***

Traffic tickets issued under the Traffic Offences Procedure Act, 1974	18,010
Criminal cases prosecuted	1,276
Parking notices issued	37,136
<b>Total</b>	<b>56,422**</b>

*\*Figures are obtained from the (computerised) Criminal Justice Information System (CJIS), and are maintained by Magistrates Court staff. The system does not differentiate between criminal or traffic adult and juvenile cases.*

There is a significant increase in the numbers of traffic tickets this year (18,010) compared to 1999 (11,061). The dedicated efforts of the Traffic Enforcement Units are largely responsible for the rise in issued tickets. Similarly, an increase of nearly six percent was evident in the numbers of parking notices issued this year, likely due in part to an increase in the number of traffic wardens hired to patrol the City.

**\*\*N.B.** The figures do not include those criminal cases cautioned or otherwise withdrawn by the police and not submitted for court process.



The Marine Section regularly patrols Bermuda's waters.

It is significant to note that there are currently over 6,000 arrest warrants in existence. These were issued either for non-appearance of an accused person on summons or police bail, or non-payment of a fine after sentencing.

#### CORONER'S OFFICE

There were 137 deaths reported to the **Coroner's Office** for the attention of the Senior Coroner in 2000. 24 of these deaths required further police investigation that will result in either a file being submitted for the attention of the Coroner and possible inquest, or for criminal proceedings.

#### A breakdown is provided as follows:

Murder	1 death
Suicide	2 deaths
Overdose	4 deaths
Road Traffic Accidents	6 deaths
Drowning/Incidents at Sea	10 deaths
Falling	1 death

This year saw an inordinate number of deaths by drowning or incidents/accidents at sea. A number of these deaths actually took place outside of Bermuda's territorial waters, but the bodies of the deceased were landed here, thus becoming reportable. Two deaths were reported on board the M/V Johann Schulte; six deaths from M/V Leader L; and one death from M/V Chopin.

In this reporting year, 16 deaths were dispensed with by way of Section 9 (2) of the Coroner's Act 1938. 27 inquests were held.

#### MARINE SECTION

##### *Inspector Mark Bothello*

The **Marine Section** conducted its operations throughout the year with the strength of one inspector, one sergeant and 12 constables. Its fleet of seven boats include two 22-foot Boston Whalers, two 27-foot Boston Whalers, two 24-foot Arctic Rigid Hull inflatables, and a 46-foot Hatteras. Duties for this section include patrolling inshore waters; conducting safety



checks on vessels; enforcing marine legislation; investigating marine crime; and dealing with other marine-related accidents and incidents. The Section also provides transport to emergency facilities such as the hospital and fire departments when they need access to island residents.

The Marine Section also provides a Search and Rescue capability within local waters, and has an underwater Search and Recovery Team available as required.

Drug interdiction also forms part of the ongoing duties of the Section.

The Animal Protection Officer is trusted with investigating complaints of cruelty to animals.



Maintenance and repairs to the engines and machinery of the vessels were tendered out to various Marine Service firms, while Marine Section personnel performed the cleaning and maintenance of equipment.

Marine-related incidents saw a second decline in as many years. A total of 959 incidents were reported in 2000, compared with 1,325 the previous year. Bermuda Harbour Radio logged 1,160 foreign yacht arrivals, up marginally over the previous year. There were 47 liquor permits granted to local cruise boats this year, the same number as in 1999. There were no liquor-related marine incidents reported.

The Marine Section continues to provide the primary surface search and rescue facility in local waters. Officers conducted 166 search and rescue missions, out of 316 reported incidents. This compares with 376 search and rescue missions in 1999.

There were 238 offences detected in 2000 that covered violations of boat registration, failure to carry correct safety equipment, marine speeding, marine fisheries offences and local oil pollution. Eight persons were convicted for fisheries offences following an extensive enquiry. Those convicted were levied fines totalling

\$50,000 and forfeited a considerable amount of illegal fishing gear. In addition, 32 arrests were made in other areas, such as marine theft, indecency and drug-related offences.

Marine pollution continues to be a threat to the island through the discharge of oil, effluents and the inconsiderate dumping of trash into the waters. While there were no large scale oil spills in 2000, the island continues to be plagued with minor spills caused by careless refuelling of vessels, inconsiderate pumping of bilges and discharge from land based premises that ultimately runs into the sea through the drains.

The recovery of property subject to crime,

accidental loss and explosive ordinance discovered in the waters around Bermuda prompted some fourteen operational underwater searches. Two diving operations involved the recovery of cars from the sea because of accidents; a number of dives involved the recovery of stolen cycles following their wasteful disposal off docks and other accessible water points. One fortunate couple escaped injury when they accidentally rode their motorcycle overboard on Front Street. The cycle was subsequently recovered.

One highlight this year involved the participation of the Marine Section in planning for the arrival of the Tallships 2000 Race. Personnel were responsible for patrolling their moorings while berthed. Marine officers also provided similar services in the 'Round the Island Power Boat Race', the BUEI Christmas Boat Parade, the Triathlon in Hamilton Harbour and a number of other marine events.

The Bermuda Reserve Police continued to assist this Section, particularly during the busy summer weekends and public holidays. The Marine Reserve unit comprises a sergeant and five constables, all of whom are competent boat handlers and trained to various degrees in marine skills. Appreciation is also extended to Bermuda Harbour Radio, Marine & Ports, Bermuda Fire Department, Bermuda Regiment and H.M. Customs for the continued assistance and support provided. It is anticipated that the good working relationship that exists with these agencies will continue for many more years to come.

The Marine Section hosted a number of in-house training courses throughout the year. This included search and rescue, boat handling, navigation and diver training.

The inspector in charge of the Section continued to hold seats on a number of marine committees this year. They include the Administrative Search and Rescue Standing Committee; the Marine Pollution Contingent Committee and Command Team; the Water Safety Council; Tallships 2000; and the Christmas Boat Parade Committee.

## CANINE UNIT

### *Sergeant Ian Coyles*

The **Canine Unit** continues its drug interdiction focus with three canine teams consisting of a sergeant and two constables.

The two Belgian Shepherds, “Max” and “Hutch”, continued their able assistance and valuable contribution to the Unit’s success, while “Geoff”, a black Labrador retriever, and a reliable mainstay for the Unit, continued his supportive role with high performance throughout the year.

All three dogs are drug and firearm trained, and “alert” to odours of cannabis, cocaine, heroin, firearms and ammunition. In addition, K-9 Max is also a general purpose police dog providing the ability to track, perform building and property searches and carry out apprehensions.

The Canine Unit polices the Bermuda International Airport (airplanes, as well as baggage, freight, courier and airmail facilities) and the docks (sea freight vessels, cruise ship arrivals and private yachts). These tasks remain a primary concern, and will likely continue to be a focal part of its operations.

Extending from the interdiction focus this year, the Canine Unit significantly increased its joint ventures with the Narcotics Department, assisting with Misuse of Drugs Act warrants and the Street Enforcement Team’s daily street searches.

It is intended to increase the Canine Unit by one dog team in the new financial year. It is also anticipated that “Hutch” and his trainer will complete the Police General Purpose Dog Training course to maximise the efficiency of the Unit, and increase its availability to other areas.

A highly respected police dog trainer from the United States visited in November. Ken Linklider of Vohn Liche Kennels spent one week re-certifying and training the dogs. All three dogs passed with flying colours and Ken, who trains over three hundred police dogs a year, was very impressed with the high standard and professionalism of the Unit.

There were a total of 233 seizures, worth nearly 2 million dollars, made by the K-9 Unit in

2000. These ranged from half-gram bags of cannabis, decks of heroin, and rocks of cocaine to larger seizures, including an 8.5-kilo seizure of cannabis at the Bermuda International Airport. Those involved in the illicit trade are becoming increasingly creative in their efforts of eluding detection, and the wisdom of the move towards establishing a K-9 Unit several years ago, continues to be positively reinforced.

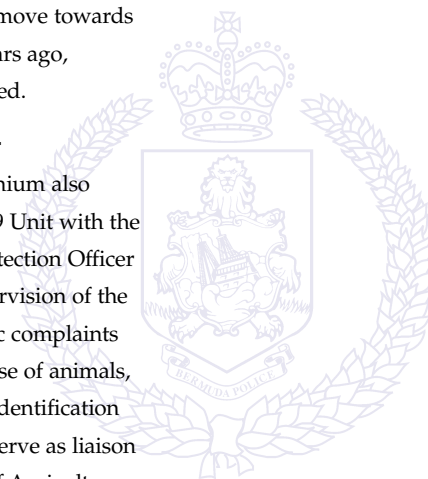
### **Animal Protection Officer**

The start of the new millennium also added a new dimension to the K-9 Unit with the creation of the post of Animal Protection Officer (APO) who comes under the supervision of the K-9 sergeant. An increase in public complaints about the neglect, cruelty and abuse of animals, particularly dogs, resulted in the identification and appointment of an officer to serve as liaison between Police, the Department of Agriculture and Fisheries and the Society for the Prevention of Cruelty to Animals. Despite a number of teething problems, the initiative has generated wide support and resulted in a number of people appearing before the courts, charged with various offences against animals. The post is undergoing a six-month review; and it is anticipated that the post will become permanent, with more emphasis placed on developing its potential.

## NATIONAL TRAFFIC CO-ORDINATOR

### *Chief Inspector Roger Kendall/Acting Chief Inspector Charles Mooney*

The **Traffic Enforcement Unit** (TEU) is largely responsible for the monitoring and enforcement of safe driving habits and responsible use of Bermuda’s roads. It operated for most of the year with a staff of one sergeant and six constables for each of the Eastern, Central and Western Divisions; and one sergeant and three constables in Operations. These units are self-supporting and utilise personnel who are predominantly certified Grade 1 car drivers and motorcyclists. It is intended that in future, only those personnel with such certification will be allowed to transfer to the Unit, and further, that each will be fully trained as a Traffic Accident Investigator to investigate the more serious or fatal road traffic accidents.





The Traffic Enforcement teams issued a total of 14,810 moving violation tickets during 2000. Speeding continued to be the most common offence dealt with, and as a result, 11,465 (77.41%) summonses were issued. The remainder were issued for a variety of offences including illegally tinted windows, unfastened crash helmets and parking tickets.



There were various activities brought to the attention of the various TEUs in 2000. These drew great media attention and publicity. Tinted windows raised the ire of some owners and window tint businesses because of the regulation requiring that windows allow in at least 35% light. Units also monitored traffic flow on various roads during morning and evening rush hours in an initiative targeting dangerous driving, traffic light offences and other violations. This sometimes utilised the use of both laser and radar in key City areas, resulting in ticketing, licence and vehicle checks.

The number of road traffic accidents reported to police in 2000 reflected a 5 percent decrease from 1999. There were 2,739 accidents, compared to figures for the previous year of 2,876, or an average daily collision rate (adcr) of 7.48, compared to 7.88 in 1999.

Similarly decreases were also recorded in the number of injury accidents, and in the number of fatalities. 1,211 persons received some form of injury compared to 1,292 in 1999. Of the injury accidents reported for the year, more than half (673) involved slight injuries to residents, 118 were seriously injured. Similarly, 376 visitors to Bermuda were slightly injured in accidents, 44 were seriously injured.

4,367 local residents and 518 tourists were involved in accidents last year compared to comparative totals of 4,623 and 529 respectively for 1999.

Unfortunately, there were 6 road fatalities during 2000, compared to 10 in 1999. Despite the lower figures, this remains an area of concern that has been targeted for further reduction by the Service in partnership with the community. The 6 road fatalities are included in the 1,019 injury accidents recorded.

There were 618 single-vehicle accidents, the higher proportion of which was livery cycles (311).

Police attended the scene of 86 accidents where alcohol or drugs were suspected as being the cause (3.1% of the total number). 86 arrests were made on suspicion of impaired driving.

The careful review, analysis and management of Bermuda's traffic situation will continue in earnest in the new year. A Traffic Strategy, "Policing Bermuda's Roads 2001 – 2005" has been drafted and will be submitted to Policy Committee for consideration. It is also anticipated that 2001 will see further investigation by police into the liability and legal issues that arise from the use of cellular telephones whilst driving.

*[See appendix for Traffic Statistical Analysis]*

#### **CYCLE CRIME UNIT**

**Sgts. Merwyn Greenidge/Terence Maxwell**

The **Cycle Crime Unit** is a well-established office within the Specialist Operations Department, and has been designed as a section dedicated to the detection and prevention of all forms of vehicle stealing. Currently, the Unit comprises one sergeant and eight constables, one of whom serves as the Service Impound Officer. The Unit utilises a fleet of vehicles, including general patrol GS500 Suzuki motorcycles, two KTM 400s for off-road uses, two flat-bed trucks for the collection of cycles, and a Toyota land cruiser for transportation of suspects and officers alike.

This has been a particularly successful year for the Cycle Crime Unit that has seen the numbers of stolen cycles reduced to its lowest in five years. Much of the success must be credited



to the experience and hard work of the Cycle Crime Unit officers. In addition, the Unit was extremely fortunate in gaining the expertise of a Scenes of Crime Officer Constable Brendon Smith, who, as a Cycle Crime Officer, now completes all of the Unit's needs for the forensic examination of stolen/recovered vehicles, finger-printing and photography.

930 cycles of all descriptions were stolen; down 24% from the previous year's total of 1,224. This translates to approximately 1.17 million dollars. 199 persons were arrested for various offences, approximately half of which involved cycle theft. Cycle Crime continues to provide free lectures and 'U'-marking services to members of the public. This year audiences ranged from new constables of the Service to school children and adults attending the Police Night School.

Intelligence-led policing is the direction of the Bermuda Police Service for the future. The officers of Cycle Crime are anticipating further decreases of vehicular theft, and higher vehicle recoveries with the new methods that will result from this new policing style.

## GARAGE/WORKSHOPS UNIT

### Vehicle Fleet Manager – Mr. Dexter Swan

The **Garage/Workshop Unit** is responsible for the service and maintenance of the Bermuda Police Service fleet. It is supervised by a chief inspector, who is responsible for a civilian team comprising a fleet manager, a mechanic foreman, two motor mechanics, one motorcycle mechanic, two bodywork/paint technicians and one driver/cleaner. The fleet itself includes the following:

	Marked	Unmarked	Total
Cars	28	59	87
Trucks	20 (buses/jeeps)	15 (vans)	35
Bikes	41 (motorcycles)	51 (scooters)	96
Boats	7	0	7
Trailers	1	4	5
Generators	0	9	9
<b>Grand Totals</b>	97	138	239

During 2000, there were a number of new initiatives implemented. These included:

- ◆ A Driver Checklist for each car. This weekly log of the vehicle's condition encourages responsibility and accountability on the part of each driver using that particular vehicle
- ◆ A Preventive Maintenance Programme to ensure consistent high standards in vehicle maintenance. The Programme is undertaken by every garage worker and increases the efficiency of the Unit resulting in minimum cost and 'downtime' for increased vehicle life
- ◆ New Vehicle Lifts. These replaced existing lifts that had outlived their usefulness
- ◆ Employee Training Course. Instituted for the garage staff, these on-site, hands-on workshops are attended upon availability

The Unit is now looking toward further technical advances for the new year to continue the significant progress that began in 1999. Future plans include a new computerised fuel system to allow full use of the fuel pumps at Operations – even while unmanned. The new system will also enhance monitoring and control of all fuel usage. A new security gate is needed, providing improved control and efficient monitoring of the entry and exit of all police vehicles to the Operations Compound. And subsequent new vehicle purchases will feature driver airbags and ABS brakes. Lighter weight and more fuel-efficient motorcycles are also anticipated for the next fiscal year.

### Vehicle Replacement Schedule

Patrol Cars 3-5 years

Scooters & Bikes 5-7 years

Unmarked or Plain Cars & Vans 6-8 years

Jeeps & Buses 8-10 years

### Considerations

- ◆ Most patrol cars are on the road all day, everyday, resulting in high mileage and various wear and tear, given the different driving manner of each driver

- ◆ Unmarked cars and vans are only on the road for between 8-10 hours each day in a five-day week by many different drivers
- ◆ Scooters and motorcycles are usually ridden for a maximum of seven days, with between two to four days off and ridden by individual riders
- ◆ Jeeps and mini-buses are rugged vehicles, driven on an irregular basis, as and when required by various drivers



#### **WESTERN DIVISION** **Chief Inspector Philip Every**

The **Western Division**, covering a landmass of some 6.2 square miles, embraces the parishes of Warwick, Southampton and Sandys, from Cobb's Hill Road, which forms its most easterly boundary, all the way to the Dockyard area. The general policing of the residential and business communities in the West is augmented with the direct responsibility of maintaining law and order for the majority of the Island's first-class beaches and tourist accommodations.

Western Division is headed by a chief inspector, assisted by one inspector, nine sergeants and forty-seven constables. There are five civilian support staff.

The year 2000 proved a challenge on the division's resources; however, the personnel of Western Division continued to conduct their duties in a most professional manner. Although there were no murders recorded in the Western Division during 2000, there was a substantial increase in reported crime. The upward trend of the involvement of juveniles in crime provides some cause of concern, and is being addressed by the divisional command.

The continued development of the Dockyard, the proposed re-development of tourist properties and new residential building, will place further demands on the Bermuda Police Service. This will provide the opportunity to further explore the deployment of our resources and to develop new strategies for policing our community.

The necessity of having a substantial police facility in Warwick continues to be recognised. The Traffic Enforcement Unit continues to focus its efforts towards making our roads safer. One fatal road traffic accident occurred in the division during 2000.

We are most appreciative of the continued support rendered by the members of the Reserve Police and those community-minded individuals in the community.

#### **CENTRAL DIVISION** **Superintendent Gertrude Barker**

The **Central Division** covers the parishes of Paget, Pembroke and Devonshire, as well as the municipality of Hamilton. It remains the largest policing area (by population), and the busiest in terms of calls for service. Superintendent Jonathan Smith was transferred from the Division to Headquarters where he served at various times in the acting capacities as Assistant Commissioner, Deputy Commissioner and Commissioner of Police. The reins of Central Division were taken over by Superintendent Barker who, on occasion, was also required to serve in an acting capacity as Assistant Commissioner. Chief Inspector Steven Shaw assumed the Acting Superintendent role in her absence.

Other staff changes involved the transfer of several senior constables to specialist departments. They are commended for their service to the Division, and wished every success in their new postings.

The Divisional strength is now 113 officers divided between four uniform Watches, the Central Traffic Enforcement Unit, Central CID and the Administrative support staff. Central also employs four civilian Station Duty Officers,



A quick mobile response is an important part of targeting Bermuda's problem areas.

two secretaries and eight Traffic Wardens who operate from the Hamilton Police Station. A special and very welcomed event was the posting to Central of 15 of the overseas contract officers that arrived from constabularies in the Caribbean and the United Kingdom. They are already making a difference.

On a less happy note, the Division saw the retirements of two long-standing officers, Inspector Charles Dorrington and Police Constable Jude Perrotte. Many thanks for their dedication and contribution to the Division over the years.

There is a heightened sense of excitement within the Division as we anticipate the prospect of moving into the brand new Hamilton Police Station/Magistrate's Court complex. Funding was secured and has now been allocated, and the groundbreaking for the new purpose-built facility is scheduled to begin in the near future. It will be located at the junction of Court and Victoria Streets in Hamilton.

Special events and functions formed an integral part of Central's operations this year. Activities ranged from the Christmas Boat Parade to 'go-kart' racing around the city streets. Even more integral in the day-to-day operations of Central has been the long-established partnership with the Bermuda Reserves. This year the Reserves became involved with some CID observations and in forming patrols to police the popular "Harbour Nights" on Front Street. Their support is a well-recognised and valued

contribution, and again the sterling service of Commandant Eugene Vickers and all the Reserve officers is acknowledged and deeply appreciated.

Our transition to community policing through partnerships will continue in 2001. Cooperation with the Reserves, the Mayor of Hamilton and members of the Corporation, and Government Departments within the City can only produce immeasurable benefits that will ultimately assist in maintaining law and order in the Central Division.

## **EASTERN DIVISION**

### **Chief Inspector Norman Ingemann**

**Eastern Division** personnel work from the St. George's Police Station on York Street. The Division comprises Hamilton, Smith's and St. George's parishes. A sub-division at the Bermuda International Airport, the Baselands, and both the Pennos Wharf and Ordnance Island cruise terminals, also lie within its jurisdiction. Eastern has become a front-line interdiction Division, necessitating a close working relationship with both the Narcotics Department and H.M. Customs.

Ye Olde Towne of St. George's received World Heritage Status in 2000 – as well as a new mayor. The Division certainly extends its heartfelt best wishes to retiring mayor, Mrs. Lois Perinchief, who consistently demonstrated her support of the Service, and regularly communicated her concerns. It is anticipated that the

The growing partnership between career officers and the Reserve Police ensures reliable service for our community.



return of Mayor Henry Hayward with whom Eastern Division has also enjoyed a very close and harmonious relationship in the past, will see the continuation of the decades-old wonderful community partnership.

The policing responsibilities of the Division are expanding along with its geographical size. The Southside Development alone has contributed some 435 additional acres of land. Through the auspices of the Bermuda Land Development Company, 21 new housing units were occupied this year. The next phase will provide 24 units and the final phase, a further nine units. Also calculated into the growth factor will be some 18 proposed retirement units and 20

low-cost housing units. In addition, the anticipated development of the Business and Technology Park at Southside will undoubtedly affect both required staffing levels and resources in this Division, and will create new partnering opportunities to ensure effective policing of the district.

The current established strength of the Division includes a chief

inspector, one inspector, nine sergeants, 48 constables and eight civilian staff.

### Operational Highlights

The Eastern Community Response Unit commenced operations in July, with a mandate to tackle street-level drug dealing within the Division. Within four months, 100 arrests had been made, 38% of which were drug-related. Of particular note was the elimination of drug dealing in the area known as the "Hole in the

Wall" bordering the St. George's Golf Club property. In addition a significant amount of drug seizures were made from the Club Road, Devil's Hole Area. The Eastern Community Response Unit was featured in the local newspaper because of its successes. Similarly, the Criminal Investigation Department enjoyed a year of successes, despite some administrative challenges. Its operations, however, proved sustainable and productive with a number of successful convictions on indictable charges, ranging from housebreaking, theft and forgery to robbery (masked with intent to commit a felony). In addition, a partnership between Eastern CID and the Eastern Community Response Unit saw the arrest of a suspected major drug dealer in the area.

In mid-December, the Division launched its Eastern Traffic Enforcement Unit, comprised of one sergeant and six constables. This has proven a very efficient and effective Unit, with more than 4,200 tickets being issued. In the meantime, Eastern Division's image as the forerunner of successful community policing initiatives has been underscored with the first full year surveys of the success of the 5-watch pilot system that began in May 1999. A final report is expected to be tabled before the Policy Committee early in 2001.

It is more than probable that 2002 will see the re-location of the Division to new premises at Southside. This after lengthy discussions and a full inspection of the physical plant, which resulted in detailed recommendations for either extensive renovations or re-location. Equally satisfying has been the relocation of the St. George's Barracks to Southside.

The Division would be remiss if it neglected to commend once again the Eastern Reserve officers for their fine work alongside the police. Throughout the year, their assistance has been truly tremendous and very much appreciated.

## BERMUDA RESERVE POLICE

*Commandant Eugene Vickers, CPM*

The **Bermuda Reserve Police** proudly increased its support of, and expanded its role in the Bermuda Police Service in 2000.

There is a renewed thrust towards recruitment in light of the enhanced support that Reserves are now recognised as being able to provide to career officers. The public perception of the Bermuda Reserves and the service it provides has been elevated to the extent that, for many, it is now the stepping stone for consideration on becoming a career police officer. Throughout 2000, Reserve Officers performed a total of 23,176 hours of duty. Applicants for the Reserves are accepted from the age of 19 to 50 years.

At the end of the year, the strength of the Bermuda Reserves was 130 after some re-organisation. Members who were inactive tendered their resignations, two Reserves were lost to the Bermuda Police Service as career officers, and 17 new officers enlisted and commenced the required training.

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

### Training

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

### Training Tour

Members of the Reserves are planning to travel to visit other Reserve units in 2001. In July, a tour was planned to Toronto, Canada with the Metropolitan Specials, continuing on to Detroit, Michigan with the Michigan Reserves.

### Promotions

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

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

## POLICE BENEVOLENT FUND

The **Bermuda Police Benevolent Fund** was created to assist members of the Service. The membership of the fund is open to all serving and retired police officers. The objectives, as defined under the amended rules (effective August 31st, 2000) are as follows:

- ◆ To give financial assistance to serving and retired police officers in the payment of medical expenses
- ◆ To donate as a gift to serving police officers \$500 on the birth of each child, where the member is the mother or father of that child
- ◆ To consider financial travel assistance for medical purpose, calculated to be the difference between what insurance pays and the total medical expenses of dependents
- ◆ To consider travel expenses in the event of a member, spouse, dependent or next of kin is away from Bermuda on any occasion



- ◆ To consider financial assistance and/or loans to members in cases of hardship, emergency or other grounds
- ◆ To consider financial assistance in travel for spouses, dependents, next of kin, close friends, in the event the member becomes critically ill

The Fund is a registered charity, and money donated comes from a wide cross-section of the community.

## **BERMUDA POLICE ASSOCIATION**

### ***Inspector Michael DeSilva***

The **Bermuda Police Association** represents the ranks between constable and chief inspector. The Association was established in 1968 in order to provide the lower and middle ranks within the Bermuda Police Service with the opportunity to bring matters of importance concerning welfare, safety and efficiency to the Governor, the Government and to the Commissioner of Police.

Annual elections are held each September for each of the three Branch Boards: the Constables Board, comprising 14 members, the Sergeants Board, comprising six members and the Inspectors Branch Board, comprising three members. The three Branch Boards then select an 11-member Executive Committee, which runs the affairs of the Association for the year, meeting on a monthly basis. It should be noted that all members of the Branch Boards and the Executive Committee volunteer their services.

The members of the 1998 Executive Committee are Inspector Michael Jackman, Chairman; Sgt. Clarke Minors, Deputy Chairman; W.P.c. Okina McGowan, Secretary; P.c. Terry Pringle, Assistant Secretary; P.c. Antoine Fox, Treasurer; P.c. Hashim Estwick, Assistant Treasurer; W.P.c. Cheryl Watts, Welfare Director; P.c. Carl Neblett, Assistant Welfare Director; P.c. Sgt. Sean Field-Lament, Legal/Financial Assistance Director and Sgt. Kevin Christopher, Deputy Legal/Financial Assistance Director. Ombudsman is P.c. David Ward.

The number of Association members requiring either legal/financial assistance increased in 2000. This means of support has placed some financial strain on Association accounts, and the Executive initiated a feasibility study in conjunction with a local financial institution that would introduce a membership financial investment package. Response from the membership was positive, and progress is underway to secure a BPA Financial Investment Plan that is suitably diversified to meet the needs of its members.

There were a number of meetings held with the Commissioner of Police allowing both sides to discuss concerns raised by the BPA membership and the senior command of the Service. There has been a strong working relationship with former Commissioner Lemay and present Commissioner Jonathan Smith, resulting in the BPA continuing to have input at Policy level. A positive working environment between the two groups has meant the absence of any controversial issues having to be placed before the Joint Consultative Committee. The partnership has evolved to the degree that BPA members were represented in the drafting of the two new foundational strategies for the Service – the Policing the Community and Crime Management Strategies. The PA also continues to have representation during all promotion processes and Grievance Advisory Boards. The current contract expires next September (2001) and the BPA negotiators are anticipating continued constructive and fruitful dialogue with Government, especially in this present climate of mutual respect and cooperation.

## DEPARTMENTAL STATISTICS

### FINANCE & ADMINISTRATION

#### Annual Budget

	1998/99	1999/00	2000/01
Salaries	26,326,000	27,492,000	28,262,000
Wages	609,000	582,000	644,000
Other personnel costs	2,206,000	2,797,000	3,702,000
<b>Total Employee expenses</b>	29,141,000	30,871,000	32,608,000
Other operating expenses	4,319,000	4,834,000	4,942,000
<b>Total Operating Budget</b>	33,460,000	35,705,000	37,550,000
Capital acquisitions	2,510,000	2,789,000	1,274,000
Capital development	180,000	2,530,000	1,530,000
<b>Total Annual Budget</b>	36,150,000	41,024,000	40,354,000

### ROAD TRAFFIC ACCIDENT STATISTICS FOR 2000

#### Statistics Analysis

	1999	2000	Difference
Fatals	10	6	-4
Serious injury	182	156	-26
Slight injury	1,100	1,049	-51

#### Main Causes of Accidents

Bad road surface	168	167	-1
Entering main road carelessly	247	205	-42
Following too closely	240	228	-12
Inattention	766	724	-42
Inexperience	381	399	+18
Overtaking improperly	208	167	-41

#### Miscellaneous Statistics

Failure to stop	270	200	-70
First aid rendered by Police	322	245	-77
Children involved	71	63	-8
Pedestrians involved	35	45	+10
Animals involved	18	19	+1

#### Single Vehicle Accidents

Four wheeled vehicles	174	160	-14
Motor cycles/scooters	102	84	-18
Auxilliary cycles	61	54	-7
Livery cycles	285	311	+26
Pedal cycles	7	9	+2

The total number of vehicles and animals involved in accidents this year were 4,811 and 19, respectively compared to 5,071 and 18 in 1999.

**Percentage Analysis of Vehicles Involved**

	2000	
Private cars	2,429	50.5%
Motor cycles/scooters	668	13.9%
Auxiliary cycles	479	09.9%
Livery cycles	471	09.8%
All trucks	516	10.7%
Taxis	168	03.5%
Public Service Vehicles	43	00.9%
Pedal cycles	37	00.8%

**Ages of Persons Involved**

Up to 15 years of age	63	01.3%
16 – 20 years	741	15.3%
21 – 30 years	1,072	22.1%
31 – 40 years	1,188	24.5%
41 – 50 years	863	17.8%
51 – 65 years	690	14.2%
66 years and over	237	04.8%

## ALARMS

Between January and March 2000, the post of Alarms Officer/Crime Prevention Officer was held by Mr. Ricardo Butler. He was succeeded in the post by Mrs. Melinda Benevides, who held the position for the remainder of the year.

In July, the Bermuda Police Service changed its computer operating software. Some components of the new system still awaiting installation has prevented records being maintained since then. The whole issue of police response to alarm activations and the monitoring of intruder alarms came under review in the Service's Core Functions report, and is under further study by the Officer in Charge of Specialist Operations. The findings are expected to be taken before the Policy Committee next April.

### Installations:

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

### Alarms monitored by Central Stations \*

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

\* Based upon information supplied by the Alarm companies.

**NOTE:** An unknown number of systems are monitored abroad, for which the Police Service has no information.

## ADMINISTRATION STATISTICS FOR 2000

### The strength of the Bermuda Police Service on December 31, 2000

	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Commissioner of Police	1	1	1	1 (1)*
Deputy Commissioner of Police	1	1	0	1
Assistant Commissioner of Police	1	1	0	0
Superintendents	3	2	4	2
Chief Inspectors	12	10	11	10
Inspectors	20	26	21	20
Sergeants	75	73	74	67
Constables	325	302	297	316
Civilians	73	64	86	93
	<b>510</b>	<b>480</b>	<b>408</b>	<b>511</b>

## STOLEN CYCLES

Total number stolen to 30 June, 2000

Year	1997	1998	1999	2000
	467	469	585	432

1996	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Monthly Total	108	97	87	79	110	108	118	120	69	71	61	89
Weekly Total	24.36	24.22	19.6	18.41	24.83	25.2	26.64	27.09	16.1	16.03	14.23	20.09
Daily Average	3.48	3.46	2.8	2.63	3.54	3.6	3.8	3.87	2.3	2.29	2.03	2.87
Running Totals	108	205	292	371	481	589	707	827	896	967	1028	1117

1997	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Monthly Total	76	69	95	72	63	92	84	106	111	135	105	83
Weekly Total	17.16	17.24	21.45	16.8	14.22	21.46	18.96	23.9	25.9	30.48	24.5	20.75
Daily Average	2.45	2.46	3.06	2.4	2.03	3.06	2.7	3.4	3.7	4.35	3.5	2.6
Running Totals	76	145	240	312	373	467	551	657	768	903	1008	1091

1998	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Monthly Total	81	65	69	82	79	93	93	126	122	96	82	106
Weekly Total	20	16.25	17.25	20.5	19.8	23.25	23.25	31.5	30.5	24	20.5	26.5
Daily Average	2.6	2.3	2.2	2.7	2.5	3.1	3	4.1	4	3	2.7	3.4
Running Totals	81	146	215	297	376	469	562	688	810	906	988	1094

1999	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Monthly Total	105	70	93	87	112	118	113	119	107	82	126	92
Weekly Total	24.0	17.5	21.0	21.7	28.0	29.5	28.2	29.7	21.4	16.4	31.5	18.4
Daily Average	3.4	2.5	3.0	3.1	3.7	3.9	3.6	3.8	3.4	2.6	4.2	2.9
Running Totals	105	175	268	355	467	585	698	817	924	1006	1132	1224

2000	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Monthly Total	69	59	67	78	69	90	93	76	93	76	75	85
Weekly Total	17	14	13.2	18.2	15.4	21	21	19	23.25	19	18.75	21.25
Daily Average	2.2	2	2.2	2.6	2.2	3	3	2.5	3.32	2.71	2.67	3.03
Running Totals	69	128	195	273	342	432	525	601	694	770	845	930



# RECORDABLE CRIMES BY CATEGORY FROM 1998 - 2000

	1998			1999			2000		
Major Offences	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %
<b>Offences Against the Person</b>									
Murder	0	0		2	1	50	0	0	0
Attempted Murder	0	0		2	1	50	1	0	0
Manslaughter	2	1	50	0	0		1	1	100
Grievous Bodily Harm	51	30	59	43	17	40	41	23	56
Wounding	56	34	61	91	27	30	78	45	58
Assault-Bodily Harm	340	224	66	302	236	78	231	134	58
Robbery	51	15	29	78	14	18	65	23	35
Serious Assault on Police	45	44	98	27	21	78	17	10	59
Unlawful Carnal Knowledge	9	8	89	1	1	100	7	6	86
Sexual Assault	40	21	53	42	26	62	35	19	54
Sexual Exploitation	15	9	60	18	8	44	13	8	61
Other Offences Against the person	33	19	58	37	19	51	25	9	36
Subtotal	642	405	63%	643	371	58%	514	278	54%
<b>Offences Against Property</b>									
Arson	15	3	20	1	1	100	2	1	50
Burglary	369	38	10	216	19	9	161	24	15
Housebreaking	363	100	28	414	53	13	292	55	19
Storebreaking	80	17	21	104	27	26	82	14	17
Officebreaking	44	25	57	41	2	5	34	7	20
All Other Breaking Offences/Attempts	307	54	17	285	51	18	345	39	11
Poss. Of Housebreaking Tools	3	3	100	4	4	100	6	1	17
Receiving	28	28	100	5	4	80	15	10	67
Forgery & Uttering	340	206	61	401	293	73	192	146	76
False Pretences/Credit By Fraud	300	155	52	271	182	67	203	145	71
Larceny Servant	295	126	43	93	73	79	86	48	56
Stealing from the Person	61	23	38	62	11	18	64	33	52
Stealing from Dwelling House	202	73	36	220	68	31	150	40	27
Stealing from Beaches	26	0	0	37	3	8	19	2	10
Stealing from Hotel/Guest House	27	0	0	31	1	3	34	0	0
Stealing Boats	8	0	0	41	13	32	11	2	18
Stealing Marine Equipment	25	5	20	37	5	14	34	16	47
Handbag Snatch	37	5	14	45	2	4	20	4	20
Removed Cycles	1011	101	10	1257	163	13	930	310	33
Removed Motorcar/Other Transport	49	20	41	48	3	6	105	23	22
Trespass in Dwelling House	78	30	46	94	56	59	61	25	41
Shoplifting	160	128	80	256	171	83	182	123	68
Stealing from Unattended vehicle	282	20	28	375	16	4	217	26	12
Other Stealing Offences	934	260	28	520	223	43	552	121	22
Wilful Damage (over \$60)	500	135	27	560	185	33	375	96	67
Other Offences Against Property	68	6	9	57	13	23	8	3	37
Subtotals	5612	1561	28%	5475	1642	30%	4180	1314	31%

	1998			1999			2000		
	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %	KNOWN	CLEARED	CLEARED %
<b>Other Offences</b>									
Counterfeit Currency/Coinage Offences	21	0	0	194	38	20	172	103	60
Possession of Offensive/Proh. Weapons	78	68	87	90	32	36	86	68	79
Firearms/Explosive Offences	4	3	75	14	2	14	5	4	80
Perjury	0	0		0	0		0	0	0
Bribery/Corruption	0	0		0	0		0	0	0
Sedition	0	0		0	0		0	0	0
All Other Offences	14	6	43	0	0		51	42	82
Currency Offences	1	1	100	0	0		0	0	0
Subtotal	118	78	66%	298	72	24%	314	217	69%
<b>Grand Total</b>	6372	2044	32%	6416	2085	32%	5008	1809	36%
Reduction in Major Crime between 1999 – 2000: 22%									
*Cleared rate not available									
<b>Minor Offences</b>									
Drunk & Incapable	26	26	100	26	26	100	20	20	100
Drinking In a Public Place	22	21	96	12	12	100	25	24	96
Offensive Words / Behaviour	191	147	77	187	114	61	102	80	78
Threatening Words / Behaviour	308	214	70	277	211	76	155	131	84
Indecent Exposure	24	4	17	29	5	17	9	6	67
Assault On Police	72	69	96	25	15	60	36	33	92
Common Assault	322	227	71	244	119	49	178	111	62
Violently Resisting Arrest	58	50	86	26	26	100	48	45	94
Prowling	104	10	10	96	13	14	39	11	28
Trespass Public/Priv. Prem.	120	80	67	72	24	33	49	30	61
Wilful damage (under \$60)	123	26	21	99	20	20	78	24	31
Dogs Act Offences	188	83	44	136	53	39	29	19	66
Powercraft Offences	366	352	96	451	428	95	55	55	100
Annoying Telephone	188	103	55	233	110	49	71	39	55
All Other Offences	167	82	49	190	72	38	124	95	77
<b>Totals</b>	2279	1494	66%	2103	1248	59%	1018	723	71%

Reduction in Minor Crime 1999 – 2000: 52%

Reduction in Overall Crime 1999 – 2000: 29%

Margin of error .1%



BERMUDA  
POLICE  
SERVICE

