



# REPORT

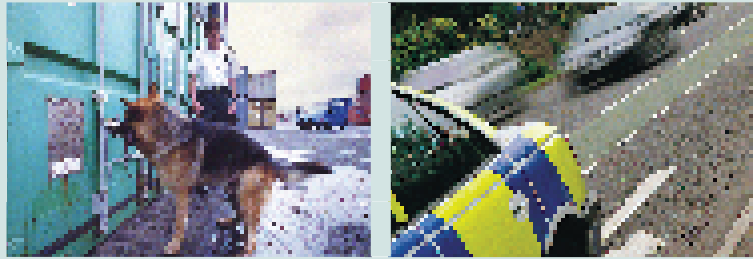


## POLICING *with the* COMMUNITY

Working together to solve local problems



Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing



# WORKING TO MAKE NORTHERN IRELAND SAFER

While the role carried out by the police is wide and varied our key task is to prevent crime. In regard to this primary task the Police Service of Northern Ireland (PSNI) has performed very well over the past year.

The statistics quoted later in this report will show where we have been successful but the one figure I would like to highlight is that in the year reviewed in the Report we have 14,000 fewer victims of crime. This has been achieved as a direct result of good police work and, just as important, the input and support of the communities we serve.

The importance of community involvement, and the impact which this has on reducing crime, is clearly demonstrated in last year's marching season. Because police time was not taken up dealing with public disorder it meant time could be spent dealing with ordinary crime and paramilitary activities.

We are clearly scoring good successes in relation to crime, many of which are documented in this report, however, an area which does concern me is the level of the fear of crime expressed by communities. It is an issue PSNI will be giving attention to in the current year.

In line with PSNI's core activity of policing with the community this Report highlights just a few of the many examples of good community policing. To us community policing is not simply a term, it is a practice, part and parcel of what we do day in, day out.

A key element of our policing with the community approach is the interaction we have with District Policing Partnerships (DPPs). I have gone on record many times to express my support and gratitude to the DPP members many of whom have been targeted by paramilitary

organisations which, unlike DPP members, have nothing positive and constructive to offer their communities.

I have no doubt that part of our success against crime over the past year is due in part to the work of the DPPs and how they have encouraged the communities they represent to recognise that making Northern Ireland safer is not the sole responsibility of the police. Every citizen, every community leader, every politician has a role to play.

We in PSNI will play our part through professional, progressive policing and we will work with any and all who wish to engage with us in achieving our goal of a safer society.

Finally, I would like to take this opportunity to pay tribute to the police officers and the support staff of PSNI. Their enthusiasm in embracing our policing with the community philosophy, their effort in delivering policing with the community and their commitment to serving their communities have enabled us to record the best reduction in crime ever achieved. With this continued input I hope next year's crime figures will be even better. That is our challenge!

Hugh Orde  
Chief Constable

## Restructuring for Efficiency

The Police Service of Northern Ireland initiated a major organisational restructuring programme in November 2003, which proposed two new departments, Crime Operations and Criminal Justice, as well as two policing regions instead of three.

The new structure, now in place, is specifically designed to improve the PSNI's capability in fighting crime and also addresses recommendations made in the Patten, Stevens and HMIC Reports.

The creation of a Crime Operations Department, headed up by Assistant Chief Constable Sam Kinkaid, to tackle serious and organised crime, including murder investigations, is central to the new structure.

The establishment of

a Criminal Justice Department is another new development. Dealing with all non-operational crime related functions, this Department is led by ACC Judith Gillespie.

To facilitate the new senior management structure, a phased programme of change resulted in the amalgamation of North and South Regions, resulting in an Urban and Rural model.

ACC Duncan McCausland heads up Urban Region with ACC Peter Sheridan in charge of Rural Region.

Acting ACC Sheamus Hamill is in charge of the Operational Support Department, with ACC Roy Toner retaining responsibility for Corporate Development and Change Management.

The new senior management structure allows the Service to develop consistent, high quality

investigations, while greatly improving efficiency.

The new structure also assists with the implementation of the National Intelligence Model (NIM). NIM is a UK recognised model which ensures best practice in relation to the standards required for dealing with intelligence and information.

### National Intelligence Model

NIM is simply a business process that assists police in determining priorities, and a process for deciding what resources are needed to tackle them. The NIM is a framework for catching criminals, reducing crime, tackling problems and providing public reassurance.

At the heart of the model is a tasking meeting where decisions are taken on how to tackle problems. Those decisions are based on key intelligence and analytical reports. The meeting directs resources to these problems and police officers are given responsibility for tackling them. Progress is then monitored at regular intervals.



# POLICING *with the* COMMUNITY

The Police Service of Northern Ireland's commitment to Policing with the Community was acknowledged this year when it won two out of three of the prestigious Tilley Awards, the UK's top policing awards for outstanding achievement.

Policing with the Community lies at the very heart of the work carried out by PSNI.

Community policing is proactive, solution-based and community driven, and is based on the premise that the police and local community can and should work together

to identify and solve local problems.

The much-coveted Tilley Awards, which were presented to Foyle and South Belfast District

Command Units, demonstrate the Police Service's dedication to a community-based approach to policing.

South Belfast DCU won the award in the partnership category for its 'Get Home Safe' campaign, a scheme that involved working with partners in the statutory, private, community and voluntary sectors to reduce the incidents of serious assaults. Foyle DCU won the award for problem solving policing in the crime reduction category, for its strategy in tackling city centre assaults.

Both are excellent examples of how the police and local community can work together to tackle local problems.

Central to the Police Service's community-based ethos are the District Policing Partnerships.

These partnerships, in consultation with local police, draw up their own local policing plans, which



in turn feed into the Northern Ireland Policing Board's annual policing plan. The role of DPPs is to consult with the local community and establish policing priorities in conjunction with the local District Commander and to monitor police performances against the local policing plan.

The Police Service in partnership with local communities will continue to work together to deal with local problems and make Northern Ireland safer for all.

## Community Policing Awards for Outstanding Officers and Staff

The Police Service of Northern Ireland recently announced the winners of the first ever 'Policing with the Community' awards.

The major new scheme, developed by the Police Service in partnership with the Northern Ireland Policing Board, is designed to recognise the endeavour and commitment of officers and staff.

The winners in the five categories, announced at a gala awards ceremony in Belfast City Hall, were:

- Community Police Officer of the Year, Reserve Constable Colin Moore
- Lifetime Achievement Award, Constable Kenneth Craig
- Staff Member of the Year, Jim McCormick
- Probationer of the Year, Constable David Knox
- Partnership Award, Castlereagh District Command Unit

The initiative aims to publicly recognise and reward outstanding problem solving policing in partnership with local communities.

The awards celebrate the important contribution of staff towards making Northern Ireland a safer place in which to live or visit.



Professor Desmond Rea, Chairman of the Northern Ireland Policing Board and Chief Constable Hugh Orde with Reserve Constable Colin Moore (centre) who won Community Police Officer of the Year Award.

### Use Crimestoppers to solve Crime

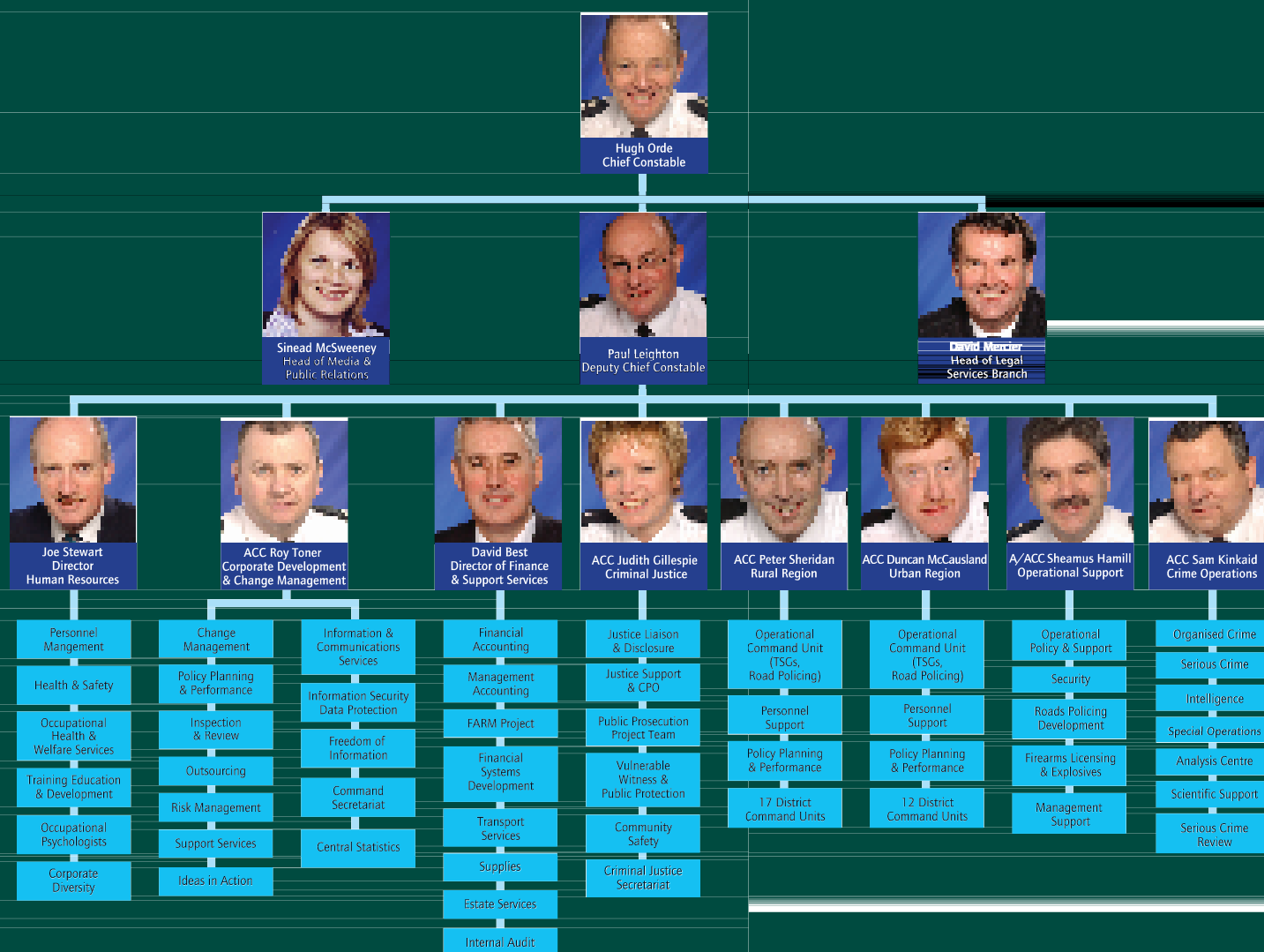
The Police Service of Northern Ireland adopted the use of the Crimestoppers scheme in 1996 and since then almost 1000 people have been brought to justice as a direct result of Crimestoppers calls.

Crimestoppers is a partnership between the police, media and the community and is backed by a registered charity, Crimestoppers Trust. The scheme is intended to encourage and empower individuals to give information about criminals and crime without fear and without involvement. The essence of the scheme is that callers may remain anonymous and rewards may be available if criminals are arrested and charged.

So please help keep crime out of your own community by using the Crimestoppers number.



## New Organisational Structure 2004/05



### Assistant Chief Constable Stephen White



Following six months on secondment as Director of Law and Order to the Coalition Provisional Authority in Basra, Southern Iraq, ACC Stephen White returned to Northern Ireland.

Currently he is seconded from PSNI to the National Police College, Bramshill, where he heads the 'Senior Police Leadership Programme'.

## Urban & Rural - Policing with the Community

# URBAN AND RURAL REGIONS

In November, the Chief Constable ordered a restructuring of the organisation to take account of the changing nature of policing arrangements in Northern Ireland and to ensure the most effective use of resources.

As part of that restructuring, the existing North, South and Urban (mainly greater Belfast) Regions of command were reduced to two - Urban and Rural.

Assistant Chief Constable Duncan McCausland manages Urban Region while Rural Region is the responsibility of Assistant Chief Constable Peter Sheridan.

The Assistant Chief Constables have the lead responsibility for promoting safety and reducing disorder in the areas of public order and road policing and for reducing crime and the fear of crime.

Their roles also involve monitoring

performance in the twelve District Command Units in Urban Region and seventeen DCUs in Rural Region.

The District Command Units are at the heart of community policing. There are many hundreds of initiatives involving police and key stakeholders working together to make Northern Ireland a safer place for everyone.

The following pages can at best give a snapshot of those projects.



ACC Duncan McCausland  
Urban Region

Assistant Chief Constable Duncan McCausland has been a police officer for 21 years. He served in Belfast, Dungannon and police headquarters before becoming staff officer to the then Chief Constable in 2001. He became an Assistant Chief Constable in July 2002 and was responsible for Operations Department. He became ACC responsible for the newly enlarged Urban Region in November 2003.



## URBAN REGION

Urban Region covers the largest conurbation area in Northern Ireland. Not only does the Command area encompass Belfast, it also includes the City of Lisburn, Antrim, Bangor, North Down and Larne. This area is the most densely populated in Northern Ireland with a population of 800,000 people.

Urban Region is managed by Assistant Chief Constable Duncan McCausland and comprises of 12 District Command Units (DCUs), each led by a District Commander.

Alongside the DCUs sits the Operational Command Unit (OCU), which provides specialist operational support to the Region by delivering policing through a range of specialisms including; dealing with public order situations, Roads Policing patrolling and Command & Control facilities for the management of day-to-day and major events.

The Operational Command Unit also provides limited surveillance capability in proactive, intelligence-led operations and support through the provision of police dogs for crowd control, explosives and other search capabilities.

Overall crime in Urban Region has been reduced by more than 12,000 incidents. There have been substantial drops in the levels of theft, criminal damage and burglary, making a positive impact on the

lives of people and communities.

The continued use of high visibility police officers and the development of community policing partnerships in neighbourhoods has contributed greatly to the significant drop in crime.

Some areas have seen up to a 50% drop in car crime. The Auto Crime Team, which operates in West Belfast and Lisburn, has experienced a marked increase in successes in both recovering stolen vehicles and taking 'runabouts' off the streets.

Improved community relations with police also contributed to a quiet summer with interface areas across Belfast experiencing a very marked reduction in incidents. This has ensured that more police resources have been deployed against fighting crime and the fear of crime.

Reports of racial incidents have risen substantially over the past year and dedicated community liaison officers are working closely with minority ethnic communities to

develop and build partnerships to help address issues of concern. A growing trust in the police has contributed to the increase in reports of racial attacks and it is hoped that these good relations will continue to develop.

Urban Region saw the arrival of the Special Olympics in June 2003. Bangor was the first stop on the island of Ireland for the Olympic Flame. It was carried throughout both Northern Ireland and the Republic of Ireland by a team of PSNI, an Garda Síochána officers and Special Olympians. A true example of cross-border teamwork.

Operation Crux was implemented to tackle a number of suspected criminals operating in Urban Region, involved in a diverse number of crimes. The operation involved the identification of suspects, gathering information on their behaviour and evidence of crimes in which they were believed to be involved. A number of Districts, backed by specialist support, spent time

analysing information and evidence gathering. The operation culminated in the effective co-ordination of the arrests of identified suspects and subsequent court appearances.

This is an example of the proactive use of the National Intelligence Model, which is the new process for engaging crime and criminals.

Reducing fatal collisions on our roads and increasing awareness of road safety issues are two of the main policing objectives in Urban Region. Operation Viper was designed and implemented to address the issue of road safety through a targeted campaign aimed at law enforcement and education of drivers.

Particular attention was paid to roads that have a history of serious collisions, identified through analysis of statistics. Police targeted drink drivers, drivers who speed, careless drivers and those who don't wear seatbelts, issuing advice and warning and fixed penalty tickets.

## RURAL REGION

The challenging task for police officers and their civilian colleagues in Rural Region is to ensure that it becomes a safer place for everyone. This is done through professional, progressive policing which is flexible and capable of delivering a local service to deal with local problems.

Rural Region covers 83 per cent of Northern Ireland's landmass. It serves a population of around 900,000.

There are 17 District Command Units mirroring the existing District Council structure.

The Region also has responsibility for policing the 250 miles of land border with the Republic of Ireland.

There are approximately 5,000 police and support staff working in the region.

The 600-strong Operational Command Unit provides road policing and additional specialist support to DCU commanders

particularly in the area of public order policing and cross-border, cross-boundary crime.

The District Command Units are at the very heart of policing with the community providing a local service to local people by local officers.

They seek to achieve this through problem solving, risk assessment and the use of the National Intelligence Model to ensure that police resources are focused in the right places, on the right people and at the right time to tackle crime and criminals.

All commanders recognise the importance of engaging with stakeholders who have an

involvement in, or interest in, the development of policing. There has been a particularly close relationship with the District Policing Partnerships across the region. This is continuing to grow and featured strongly in the development of this year's District Policing Plans.

Overall crime in Rural Region has fallen. There were more than 2,500 fewer crimes recorded. Clearance rates have increased.

There has been considerable success in tackling the issue of illegal drugs across the Region. There were 1,260 drugs seizures, 296 up on the previous year. Some 982 people

were arrested for drugs offences, a rise of 280.

Detections were up in three of the main areas of driving offences.



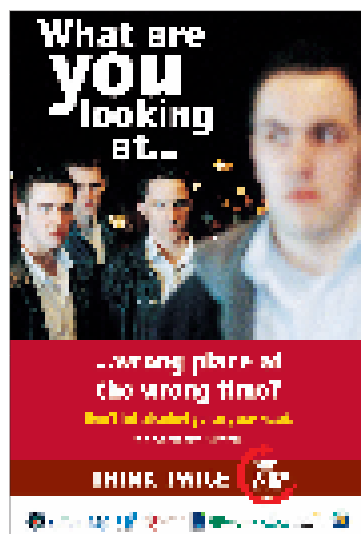
Microscopic laser etched particles with unique property identification numbers are found in SmartWater products. The use of Smartwater is currently being piloted in a number of domestic burglary 'hotspots' across the Province.

# Around the District Command Units - Urban

## South Belfast

City centre safety hit the headlines again when South Belfast District Command Unit picked up a prestigious national policing award for its work on the Get Home Safe project. The Tilley Award, which recognises successful partnership approaches to problem solving in policing, was awarded to the project which was developed as a result of rising levels of alcohol-related crime in the area.

By developing a partnership approach to tackling the problem, combined with strategic policing and a focused marketing and public information campaign, the Get Home Safe initiative prioritised action, targeting those most vulnerable to alcohol-related crime and the fear of such crime.



## East Belfast

East Belfast District Command Unit polices several community interfaces that traditionally have proved to be a significant drain on resources. The introduction of CCTV cameras and an increased involvement in negotiation with community groups saw a series of compromises reached between police and protestors. The result was a significant decrease in public disorder and a position of agreement negotiated by police between the communities involved.

## Lisburn

Over the past year police in Lisburn developed a new information sharing initiative with local agencies, community groups, schools and clergy who have registered e-mail and mobile phone details.

The initiative is aimed at raising awareness of criminal activity and anti-social behaviour to those living and working in Lisburn City. It is designed to reduce criminal activity by offering a two-way facility to exchange and update information that can help both police and the public, by e-mailing, telephoning or



faxing community or agency contacts with information or appeals in relation to daily incidents or crime patterns that are occurring in the area.

## Newtownabbey

An initiative to supply personal attack alarms to older people at cost price was initiated in Newtownabbey's university area by local police and members of the University Sector Forum.

Police provided an initial start up fund and alarms were bought and sold at a small cost and the initiative became self-funding. Members of the forum raised additional finance through sponsorship from local businesses and the latest order for alarms will be given free to those who cannot afford them. This initiative has helped to decrease the fear of crime among older people in the area and has been expanded across the borough.

## Ards

In an effort to reduce anti-social behaviour, police have developed a partnership with Ards Borough Council to pioneer a scheme involving a council officer working full-time alongside community police officers on joint patrols to detect and deter a wide range of offences.

The placement of a council officer within a community policing unit is, so far, unique in Northern Ireland and this successful partnership is set to develop further.



## Castlereagh

Police officers in Castlereagh have worked closely with local schools to place photographs and pen pictures of their sector beat officers on notice boards. The aim is to give children and young people the opportunity to identify with their local officers and the response from pupils and head teachers is very encouraging.

## West Belfast

In order to address local issues effectively, police in West Belfast actively support and encourage community participation in the problem solving process and have developed this partnership culture.

Forums have been created, some led by police and others by the progressive approach of established groups. Both models have clearly demonstrated that relationships evolve slowly, and that progress relies on the development of mutual trust. Encouragingly, where trust has been established it is evident that the partnerships provide more than an opportunity for dialogue.

The depth of commitment and responsibility demonstrated by many community representatives has impressed, as has the foresight and willingness to find solutions. This was graphically illustrated last year during the Whiterock and 12th July parades, both of which passed off peacefully, in stark contrast with the previous year.

## North Belfast

Crime Prevention officers in North Belfast are currently involved in a domestic burglary reduction strategy in which victims of home burglaries are offered a home survey and given advice on protecting their property. Neighbours are advised that there has been a burglary in the area and also offered a home survey. Those householders who do not take up the offer receive crime prevention advice by letter.

This strategy is monitored to ensure that it increases awareness within the community and helps to reduce repeat burglaries. There has been a marked decrease in the number of burglaries compared with the same period last year.

## Antrim

Antrim police and Antrim Community Safety Partnership hosted a joint Ethnic Awareness Day responding to the growing minority ethnic communities in Northern Ireland.



The aim was to highlight the efforts of police officers to create awareness of the effects of racism on a local basis, to raise understanding of cultural differences and to erode barriers between communities. The event encouraged positive contact with members of minority ethnic communities and participation in workshops.

## North Down

To address the issue of crime against Senior Citizens, Community Involvement officers formed a partnership with Age Concern to help address the problem. An 'Elderly Awareness Road Show' called SOS (Safety Of Seniors) was introduced.

The roadshow has been run on numerous occasions throughout the District and includes presentations on crime prevention, domestic violence, road safety and fire safety. Every senior citizen attending receives an information pack and a personal attack alarm.

## Carrickfergus

As part of the crime prevention in Carrickfergus, officers undertook a bicycle and mobile phone marking scheme. The aim of this was to assist owners in identifying stolen property.

Another approach taken by police in partnership with local licensed businesses was to use their television screens to highlight issues such as thefts of personal property and personal safety.

## Larne

Camp Hope consists of six cross-community camps with mixed team events and group discussions aimed at bringing local young people together. The first camp took place at Easter and involved local youth and community groups. A substantial grant was secured to fund the development of Camp Hope and the programme will be developed further in future months.

# Around the District Command Units - Rural



Professor Desmond Rea, Chairman of the Northern Ireland Policing Board and Chief Constable Hugh Orde with Lifetime Achievement Award winner Constable Kenneth Craig.

## Limavady

Community concern about the prevalence of illegal drugs and counterfeit goods prompted a number of specially targeted operations. There were 51 seizures to the end of February and 39 people were arrested for drug related offences. Seizures of counterfeit goods and suspected stolen property included 1,200 fake DVDs /CDs, 200 mobile phones and 500 SIM cards. Taxi drivers in the District were issued with key rings with an ultraviolet light as a fob. These can be used to detect forged notes.

## Dungannon and South Tyrone



Students from St Ciaran's and Fivemiletown High School who were involved in the 'Peer Pressure' video project along with (from left) Paddy Shannon, director of Childline UK; Superintendent Ken Henning, DCU commander; Robert Lyons; Inspector Alwyn Barton; Nigel Williams, Children's Commissioner for Northern Ireland; Constable Earl Black and Denis Bradley, vice chairman of the Policing Board.

"Peer Pressure" is a video teaching pack developed by local police to address violence among school children. Sponsored to the tune of £2,500 by the Policing Board it was produced in partnership with Fivemiletown Community Police Liaison Forum, Clogher Valley neighbourhood police and three local schools. Year 8 pupils, under police guidance, scripted and enacted scenarios on peer pressure, name-calling and owning-up. The

video is endorsed by Childline Northern Ireland.

## Foyle

Working with a range of partners police adopted a radical approach to effectively tackle domestic violence in Foyle, which has one of the highest number of reported incidents in Northern Ireland. At the heart of the initiative, which was supported by Foyle Women's Aid, the Probation Board, the Western Health and Social Services Board and Victim Support, was the desire to take positive action. In addition to the new policy and protocol, which was endorsed by the Derry District Policing and Community Safety Partnerships, the police Domestic Violence Team was increased to three officers and a new suite for victims was opened in Strand Road police station.

## Magherafelt

Burglaries in Magherafelt District Command Unit fell by 26 per cent. A factor in the reduction was a successful campaign targeted at thieves who were breaking into newly built houses in developments on the outskirts of Maghera. On one occasion thousands of pounds worth of fireplaces, doors and bathroom suites were taken in the course of one night. As a result, police set up a forum with local building contractors in a programme of deterrence and prevention involving property marking and posters. Since the campaign was initiated there have been no site burglaries.

## Omagh

A joint protocol devised by the DCU's youth diversion officer, and supported by social services staff from Sperrin Lakeland Trust, has achieved a significant reduction in both referrals and prosecution files in relation to assaults on staff,

residents, and police who attended calls to a residential children's home in the area. The action was taken after an analysis revealed that 37 per cent of all referrals under the Juvenile Liaison Scheme were from the home. A workshop was organised between police and social services staff and the agreed joint protocol for handling reported assaults resulted in a reduction of 62 per cent in referrals and 88 per cent in prosecution cases from the home. The protocol has now been adopted as best practice in two other residential care homes for children.

## Newry and Mourne

Operation 'Always Safe' is a joint initiative between the DCU's Crime Prevention and Domestic Violence officers, Newry and Mourne Domestic Violence Forum and Newry Women's Aid. The objective is to reduce victimisation and fear of crime for victims of domestic violence. Jointly funded by the police and the Forum, 'Always Safe' provides every victim with a personal attack alarm and advice on personal safety, crime prevention advice, locks and door chains and training for a member of staff at Women's Aid in the fitting of locks.



Professor Desmond Rea, Chairman of the Northern Ireland Policing Board and Chief Constable Hugh Orde with winner of Staff Member of the Year, Jim McCormick.

## Ballymoney

A problem with skateboarding teenagers in the area of Ballymoney railway station prompted an innovative solution by the Neighbourhood Policing Unit. There had been a series of complaints from shoppers, traders and tourists in relation to damage. The NPU linked with the Borough Council and the 'Can Can' (special needs) Group. This began a process of interaction between young people, adults, people with learning difficulties and statutory agencies. The group has jointly completed a number of projects including murals, repainting of the office for Women's Aid and planting of flowers and shrubs in the town centre and at Abbeyfield Old Peoples Home. The rewards for taking part included ten-pin bowling, trips to a skateboard park and trips to the cinema.

## Coleraine

The disruption to community relationships and the damaging effect on the area's tourist industry caused by flags, murals and kerb painting was addressed by the establishment of a 'Flags Forum.' In addition to police, the group drew membership from community associations across the DCU as well as the District Policing Partnership. The forum, which has received a £42,500 Peace II award, developed an action plan with six objectives over the next 18 months. The aim of the group is to proactively manage and influence the display of flags, emblems and associated graffiti.

## Fermanagh

More than 300 homes in Enniskillen were provided with personal attack alarms, door safety chains and door hanger advice cards funded out of the DCU's 'local initiative' budget. The scheme, designed by the police community safety co-ordinator and supported by the two crime prevention officers, was in response to a number of burglaries and thefts from vulnerable people in housing estates around the town. The crime prevention officers delivered training to members of the Enniskillen Community Forum who then fitted the equipment for older residents in the area.

## Strabane

The District Command Unit's determination to tackle criminal behaviour was reflected in the achievement of the highest detection rate for crime within Northern Ireland. In Donemana, beat officers,

seizures. Twelve people were arrested for supplying drugs.

## Armagh



Visibility and accessibility of police across the District has been one of the policing priorities in the DCU. Police 'clinics' have been operating in a number of villages. These give people in rural communities, who do not live close to police stations, the opportunity to meet and get to know local community officers and to discuss their concerns. The Domestic Violence officer has linked with Women's Aid and the Citizens' Advice Bureau to organise a Domestic Violence Drop In Centre on a weekly basis. It offers a one-stop clinic whereby victims of domestic violence can receive advice and guidance from all relevant statutory agencies.

## Craigavon

A growing population of workers from across the European Community joining the existing ethnic minority groupings already living in the DCU has prompted the creation of an Ethnic Minority Forum. The group is the brainchild of Community Safety officers. In addition to the police, it draws its



Tackling the drugs problem is a key priority.

along with the crime prevention officer, have set up a Rural Watch scheme which encourages local people, in partnership with police, to be more vigilant and to report suspicious activity. The DCU has established a dedicated source unit and an operations support unit. This has had a major impact on the illegal drugs scene and has led to a 66 per cent increase in drugs

members from community and voluntary groups and a range of statutory agencies charged with providing services to the whole community. The expansion of the Portuguese migrant working community in particular has been recognised with the production of a specially translated information pack which gives advice and guidance.



### Down

With deaths amongst motorcyclists rising, police in Down took the opportunity to offer Newcastle as a venue for the Police Service's Bikesafe initiative. The aim was to raise road safety awareness amongst motorcyclists. The event, which

attracted more than 100 biking enthusiasts, was organised in partnership with local motorcycle dealers, businesses and motorcycle clubs. Bikesafe offers assessed rideouts where advanced police motorcyclists give advice both on bike maintenance and safe riding techniques.

### Banbridge

A joint initiative between local police and the District Policing Partnership has seen a reduction of almost 15 per cent in vehicle thefts from what are described as 'creeper burglaries.' These are situations where thieves break into houses and steal keys usually of high value, prestige cars. The DPP funded a 20,000 leaflet drop on the crime prevention message of 'Keep Keys Safe'. The move was prompted after local patrols identified hotspots which were being targeted by thieves. In addition, police worked with Autoglass which provided a free service in marking vehicles.

### Cookstown

Making the roads in Cookstown safer for all road users remains a priority for police in the district. This is reflected in the fact that there has been a reduction in fatalities, casualties and collisions. With speed the cause of

one in four of all road deaths across the Province, officers linked with the 'drivers of tomorrow' in three local primary schools to highlight the dangers. The project allowed pupils to use the trailer mounted speed reading equipment and a liveried police vehicle in a project to monitor the speeds of vehicles passing their schools. In addition, money was used from the DCU's local initiative budget to buy two laser speed detectors to complement the existing radar speed system.

### Moyle

A spate of sheep rustling incidents in the Glens of Antrim has been tackled in an innovative way by police working closely with local farmers. They believe that up to 400 animals were stolen from mountain pastures last year. Using the latest 'Smartwater' technology police and farmers have been marking the horns of sheep. This invisible marking can

be detected for some considerable time in the future. Posters were also displayed that the marking was taking place. Since the operation came into being, there have been no reported sheep thefts.

### Ballymena

Police have cemented growing links with traders in the expanding business centre of the town by creating a dedicated beat team of one sergeant and four constables. In addition two extra bicycles for town centre patrolling have been funded by local businesses. The new high visibility beat team works closely with the Borough Council's town centre manager. They link into the Council-run closed circuit television system. In addition, 58 traders are now involved in the Radiolink system which allows direct contact not only between businesses but also with police on the beat in the drive against criminals.

## Enforcement and education make Northern Ireland's roads safer

Speed, drugs and drink driving were amongst the main targets during a year in which the Police Service reaffirmed its commitment to reducing deaths and serious injuries on Northern Ireland's roads.



Bikesafe co-ordinators Constables Bill Holden and Stevie Nugent along with international motorcycle racer Pierre Frankie Chili. Also pictured are Road Policing Education Officers Constable Chyrl Enticknap and Sgt Ray Wilson.

The effectiveness of the partnership approach between police, the Department of the Environment and other interested groups towards enforcement and education was reflected in the lowest annual level of injury road traffic collisions in ten years.

The number of road deaths also fell. A total of 142 people were killed – 16 down on the previous year.

The overall reduction in casualties was apparent across all severities of injury. There were 229 fewer serious injuries, down some 15 per cent. Those suffering slight injuries reduced by 879, a fall of almost 9 per cent.

A robust approach to enforcement saw an increase in the levels of detections in a range of areas.

There was a 32 per cent rise in

detections for drink/drugs driving, from 2,469 to 3,264. Similarly, detections for dangerous driving, were up from 2,208 to 3,095, an increase of 40 per cent.

A policy shift from mainly issuing advice and warning about the non wearing of seatbelts to mainly issuing fixed penalty notices saw a 59 per cent rise in the number of detections to 18,458.

With speed identified as one of the biggest killers on the roads – accounting for a quarter of all road deaths – July saw the introduction of the Northern Ireland Safety Camera Scheme. Using the theme – 'We want to stop you speeding, not catch you speeding' – it introduced fixed cameras to detect speeding. The number of mobile camera units was

increased from five to eight.

The scheme is a partnership between the police and a number of government departments and agencies. It aims to reduce the number of deaths and serious injuries at clearly identified hotspots through targeted speed detection and enforcement and by encouraging drivers to change their attitudes and behaviour.

Four fixed cameras have been installed in the greater Belfast area – Saintfield Road, Antrim Road, Upper Newtownards Road and Springfield Road. In total there is targeted enforcement at more than 80 locations across the Province.

A survey of speeds at the Saintfield Road location has shown a dramatic reduction. Prior to the camera being installed, two-thirds of motorists were driving at, or above the speed limit on the day of the survey. After the camera came on stream, only one in ten was driving at, or above, the speed limit on the day of the survey.

The international award-winning Roadsafe Roadshow, which depicts in graphic terms what happens when a night out ends in a tragic road crash, continued its round of sixth form venues. Some 3,500 teenagers saw it during the year.

A teaching resource pack based on

the Roadshow, and supported by the five Education and Library Boards, has been distributed to some 350 schools and colleges attended by the high risk 17–24 year-old age group. Road Policing education officers, who are holders of accredited qualifications from Stranmillis College, assist in the delivery of the course.

The detection of drink drivers remains a priority for police. The high profile anti-drink driving campaign over the Christmas and New Year period resulted in 478 detections. This was a rise of 82 on the same period last year. It was launched jointly with the Department of the Environment at a major media event in Londonderry. Rural Road Policing Command Unit simulated a single-vehicle road traffic crash. Police and DoE spokespersons were joined by Mr Bobby Bradley, of Derry, whose son Robert was killed by a drink driver while at university in England.

In January, the police again linked with the Department of the Environment for the launch of a major public education and advertisement campaign on drugs driving. As part of the campaign launched by the Minister Mrs Angela Smith, the Police Service has trained a number of officers across the

Province on roadside Drugs Influence Recognition and Field Impairment Testing techniques.

The collaboration with the DoE



continued when both organisations used the North West 200 motorcycle races as the launching pad for Bikesafe, a major campaign to raise road safety awareness amongst motorcyclists. The campaign, supported by motorcycle manufacturer Honda, offers assessed ride-outs with police advanced motorcyclists. After the North West 200 the police team took the campaign to Newcastle, Enniskillen and Belfast.

The Police Service is committed to continue to work in partnerships with all who have an interest in or influence on making Northern Ireland roads safer.

## Crime Operations



ACC Sam Kinkaid  
Crime Operations

**Crime Operations Department**  
The Crime Operations Department is led by ACC Sam Kinkaid. It is responsible for Organised Crime, Serious Crime, Intelligence, Special Operations, Analysis, Scientific Support and Serious Crime Review. He joined the Police Service from university in 1980 and was appointed Assistant Chief Constable in April 2001.

# CRIME OPERATIONS

One of the recommendations contained in the Patten Report was that Crime Branch and Special Branch be brought together under the command of a single Assistant Chief Constable. Therefore in March 2004, a new Crime Operations Department was formed. For the first time all the critical areas of serious crime investigation have been brought into a single department allowing closer co-operation, better sharing of information and a consistent, province-wide approach.

Crime Operations Department brings together officers from the former **Special Branch, now called Intelligence Branch, with a wide range of CID officers investigating serious crime. A central role for the new Intelligence Branch is providing**

arms/munitions, and serial rape. It has been an enormous organisational task bringing all the aspects of serious crime investigation together under one ACC Crime Operations over the past year. In the short term it is a significant investment

decided by local DCU commanders. All of the policing resources necessary to investigate serious terrorist offences and organised crime will be under the command of one Assistant Chief Constable allowing resources to be properly assigned in an organised way. New policies ensure that intelligence is professionally managed and shared with the people who need to know it. Better sharing of intelligence is already having an impact on both crime prevention and investigation.

Throughout the year as this restructuring took shape, work against serious and organised crime continued.

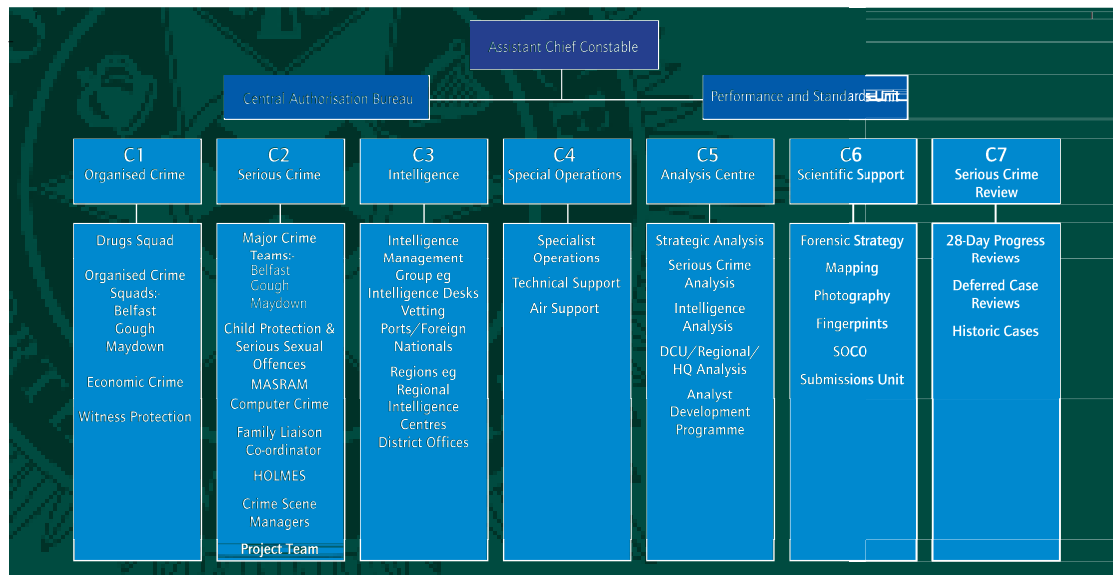
Organised crime in Northern Ireland is predominantly controlled by paramilitaries and some groups have established overseas contacts and networks to facilitate the importation of illegal or contraband goods. Sophisticated large scale smuggling and counterfeiting operations, most commonly involving tobacco, alcohol, fuel, CDs/DVDs and clothing continue alongside traditional terrorist funding operations including robberies, extortion and other money laundering activities. Loyalist paramilitary organisations are also involved in drug dealing and significant quantities of drugs have been recovered in PSNI operations.

The Police Service played a key role in the fight against organised crime at operational and strategic levels,

operating independently and in partnership with other agencies in the Organised Crime Task Force.

The professionalism and expertise of police officers led to a number of successes:

- Seventeen individuals were arrested and charged by the Robbery Squad in relation to cash-in-transit robberies.
- There was a 38% reduction in cash in transit robberies.
- £7.5million worth of counterfeit products were seized.
- Cross-border operations with An Garda Síochána netted around €12m in seizures.
- International operations resulted in the closure of factories producing counterfeit clothing in Turkey, counterfeit vodka labels in Spain and Portugal and a substantial seizure in Thailand of counterfeit DVDs.
- Twenty-seven operations were run against paramilitary groups and organised gangs and 12 individuals were arrested.
- Significant drugs seizures included the largest ever single seizure of cocaine – 8.25 kilos in October 2003 in Lurgan - and the largest ever single seizure of cannabis resin – 550 kilos in Annahilt in January 04.
- £1.25m was confiscated as a result of financial investigations.
- Assets worth over £6m were frozen in criminal cases.



## New team to review murder investigations

The Serious Crime Review Team was established on the 1 March 2004 with two main roles, to carry out Progress Reviews into current murders which remain undetected 28 days into the investigation, and to conduct Deferred Reviews into unsolved murders over two years old. The team will also establish and maintain a central murder archive store for the secure storage of all case papers and exhibits.

There are in excess of 1800 unsolved murders in Northern Ireland dating back over the past 30 years. Since it is impossible to review all of them it is therefore necessary to have in place an accountable and impartial system which allows cases to be selected for Deferred Review. Preliminary case assessments will be carried out into all cases which are the subject of correspondence in relation to historical murders. Having established which cases could be the subject of a Deferred Review, cases will be selected for investigation on the basis of evidential opportunity.

information for the investigation of serious and organised crime.

The creation of Serious Crime Branch as part of the new Department is one of the most significant developments in crime investigation undertaken by the Police Service. Whilst much of the work of Serious Crime Branch arises from the investigation of murder, the branch will also be responsible for the investigation of serious terrorist incidents, kidnap, substantial finds of

for the organisation in terms of human and financial resources but this investment will bring positive returns for the community. For example:

- Crime Operations will investigate all complicated murders on behalf of local DCUs. They will also manage the scenes of all murders which occur. This ensures local detectives will not be tied up for long periods working on serious crime investigations, they will be able to focus on local policing priorities

## Intelligence Counters Crime

It is recognised in police services throughout the world that the acquisition of intelligence is essential to successful policing operations.

Northern Ireland is no exception and the problems of dealing with its domestic terrorism as well as serious and organised crime demand the highest quality of information gathering if criminals and terrorists are to be apprehended.

Accordingly, the PSNI devotes significant resources to information gathering and management in relation to terrorism and other serious crime. The resulting activities are subjected to high levels of oversight from a number of external commissioners under the relevant legislation such as the Regulation of Investigatory Powers Act 2000 and the Police Act 1997.

The resolve of dissident republicans to carry out attacks was demonstrated clearly in June 2003 when police action prevented an atrocity in

Londonderry. A van containing around 1200lbs of home-made explosives was intercepted before it was deployed. In November a 50lb explosive device was recovered in Newcastle, Co Down. In January 2004 a rifle was recovered in Belfast. A number of people have been arrested and charged in connection with this incident.

There were significant successes against loyalist paramilitaries over the year including the discovery of six submachine guns, four hand guns, 2000 rounds of ammunition and three pipe bombs in Lisburn in December 2003. A number of people were subsequently arrested and charged in connection with the find.

Often working alongside Intelligence Branch, Specialist Operations also supports PSNI investigations against

paramilitary and serious and organised crime gangs. This is reflected in the arrests for serious offences and the recovery of illegal drugs and contraband goods.

In addition the Air Support Unit responded to over 500 call-outs during the year, flying for a total of 835 hours. The unit assisted police initiatives ranging from the control of public order operations, to traffic management, missing persons searches and anti-crime initiatives.



## Analysts identify crime problems

A further 17 civilian Police Analysts were recruited in 2003/04. All District Command Units now have the services of an Analyst engaged directly in support of front-line operational activity – identifying crime problems, highlighting active criminals and flagging up problems that require police attention. Analysts also produce the regular crime reports that assist the work of District Policing Partnerships.

Analysts are routinely deployed in support of senior detectives in respect of murder investigations and against the most serious and active organised criminal gangs.



# CRIMINAL JUSTICE

The Criminal Justice Department was established on 6 October 2003 within the Police Service as part of the implementation of the Criminal Justice Review. Justice and Support for Victims are the central tenets of the new department and are reflected in its structure, aims and objectives.

By developing a modern, efficient system recognising the rights of all, the Criminal Justice Department will play its part in providing professional, progressive policing service for Northern Ireland. The rights of the vulnerable and the rights of the whole community to live in safety, free from the fear of crime are crucial.

Despite only being in existence for six months, the Department has achieved much.

One outcome of the Criminal Justice Review has been the establishment of the Criminal Justice Oversight Commissioner, who has expressed particular interest in the quality of prosecution files and reducing delays in the Criminal Justice System. As a result, a review of the Central Process Office was

conducted in November 2003 and measures have been introduced to address these areas of performance.

The Review recommendations also recognised the need to streamline the prosecution system and how prosecutions are presented in courts.

Following intensive planning the first Public Prosecution Service (PPS) pilot project commenced on schedule on 1 December 2003 in South Belfast DCU. The partnership project determines whether to prosecute in all criminal cases in South Belfast DCU and extends to include all Juvenile cases in the Belfast Magistrates Court area.

Within these areas the PPS project staff:

- Make prosecutorial decisions on all submitted police files.

- Provide prosecutorial and pre-charge advice to police when requested to do so.
- Review all charges prior to court.
- Produce defendant's summons and witness invitations to attend court.
- Have lead responsibility and are the primary contact point for victims; witnesses and defendants on receipt of the police file.
- Conduct these prosecutions in Magistrates' Courts and also conduct County Court appeals.

An early assessment of the new PPS file formats is very positive and it will be extended to other police areas.

Research shows the new format has reduced the time taken to submit files in custody and bail cases.

Alongside this, the Criminal Justice Integration Project (CJIP) has been established within the Police Service to introduce the changes necessary to deliver the Criminal Justice Review, Patten recommendations and also the Causeway Programme.

The Causeway Programme will enable PSNI to electronically exchange case file information with the new PPS within the pilot areas and with Forensic Science Northern Ireland by October 2004. The work, which includes development of electronic case file transfer, is ongoing and will be piloted to DCUs in August 2004. The Causeway

Programme launched its first significant component, the electronic Criminal Record Viewer, in April. This allows the DPP, the Prison Service and the Probation Board, to access criminal records previously forwarded by police. Much of the success of this achievement is attributable to Police Service Criminal Justice personnel.

Criminal Justice staff have also been involved, with other agencies, in formulating and implementing a large number of policies, legislation and legislative amendments. Among these are a Review of PACE; Bail legislation; Death Certification and Coroner's Courts; Hate Crime; the Prisons (NI) Order; Missing Persons; Review of Public Administration and Anti-Social Behaviour Measures.



ACC Judith Gillespie  
Criminal Justice

## Criminal Justice

ACC Judith Gillespie heads up the Criminal Justice Department. The department is responsible for criminal justice liaison and process development (the Causeway Project and the new Public Prosecution Service), central process offices, criminal records, disclosure, extradition/international assistance, child protection and sex offender/offences policy, community safety issues and criminal justice policy and research. ACC Gillespie began her police career in 1982. She has been Acting ACC of the department since its inception in October and became the first female to be promoted to ACC in May this year.

## Cultural Awareness

### Tackling hate crime

This year the number of reported racial incidents and reported homophobic incidents doubled. Assistant Chief Constable Judith Gillespie reiterates the Police Service's determination to making those individuals who perpetrate these incidents accountable to the law. She said:

"In many of the incidents reported to police the perpetrator is not known, there are no other witnesses to the incident and many incidents are not reported until some time later. In these circumstances, it is extremely difficult for the police to make someone amenable.



"I would encourage all victims of racial and homophobic crimes and incidents to come forward to Police and report incidents, either personally or through a third party. This will enable Police to have an accurate picture of the level and extent of attacks, prevent further incidents and provide protection."

But measures are being implemented to address the issue. The Police Service, in its commitment to protect and support members of minority ethnic communities, has for

some time had dedicated police Minority Liaison Officers in all District Command Units with a specific responsibility to support and advise victims of racial and homophobic crime and the wider minority ethnic community.

Hate-Crime Literature has been published providing information, support and practical advice to victims of homophobic and racial incidents. The racial incident leaflet has been printed in a number of languages and published on the Police Service web site.

Multi Cultural Independent Advisory Group has been established by the Police. This group meets quarterly to discuss policy and issues of interest.

Community Safety Branch continues to work closely with Lesbian, Gay, Bi-sexual and Transgendered (LGBT) Independent Advisory groups, independently and through the South Belfast LGBT Forum.

Cultural Awareness Guide is being developed, providing practical information on the main minority ethnic and vulnerable groups and faiths within Northern Ireland.

Specially trained Minority Liaison officers support and advise victims of racial and homophobic incidents in every police district.

A policy on 'Police Response to Domestic Incidents' has been drawn up. Its aim is to ensure that a consistent, robust and proactive approach is taken when dealing with incidents of domestic violence.

## Working with older people

### Older Persons Independent Advisory Group

An Older Persons Independent Advisory Group has been established to address attacks and crimes affecting older people.

### Stay Safe, Stay Secure Scheme

In October 2003, the 'Stay Safe, Stay Secure' Scheme was introduced to improve the security of older people in their homes. Awareness days and road shows continue to offer older people and community groups valuable practical advice. Through partnerships with local businesses and agencies, the Police Service has also

been able to offer protective measures to older people living in identified hot spot areas.

### Supporting Victims, Delivering Justice Conference

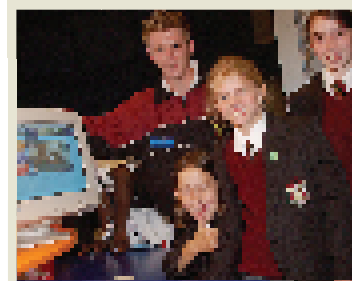
A conference on policing and victims was staged in Belfast in March 2004, the second day of which focused entirely on issues concerning policing and older persons as victims of crime. The feedback and issues raised will be drawn together and presented to the Older Persons Independent Advisory Group for discussion prior to the final drafting of policing policy on this issue.

## FOCUSING ON YOUTH

Children and young people make up one of the largest groups which come into contact with police.

In March 2003, the Police Service hosted a youth conference under the Human Rights theme, 'Always Seen - Rarely Heard' focusing on young people and policing, providing them with an opportunity to discuss issues which affected them. Subsequently, five further youth conference events were held across Northern Ireland.

UrZone.com The Police Service's interactive educational website for young people was launched in



September last year. UrZone.com forms an integral part of the police's education programme and is supported by NSPCC and Childline. It offers young people interactive packages on drugs awareness, Internet safety and advice on domestic violence, sexual abuse and bullying.

The Police Service continues to deliver and develop its education programme, Citizenship and Safety Education (CASE) in partnership with schools in Northern Ireland. The programme for Key Stage 1 to Key Stage 4 pupils covers crime prevention; personal and community safety; ourselves and others; and young people, lifestyle and the law.

The Youth Diversion Scheme, introduced in 2003, provides a

framework within which the Police Service will respond to all children and young people below the age of 17 years who come into contact with police for non-offence, offence and risk related behaviour.

The scheme provides the opportunity for diversion through restorative interventions such as Informed Warnings and Restorative Cautions.

Globalclub, launched in January and supported by Community Safety Branch is an imaginative youth project, addressing issues including: education, security, music and games, youth finance, news and environment, enterprise, information technology, sports, charity and social inclusion, fashion and health, politics and international affairs.

## Corporate Development



ACC Roy Toner  
Corporate  
Development &  
Change  
Management

### Corporate Development

The Department has responsibility for policy planning and performance, information security and data protection unit, freedom of information, information communication services, central statistics, outsourcing, 'Ideas in Action' (the staff suggestion scheme), inspection and review, risk management, support services, transport services, supplies and estate services and change management. In addition to representing PSNI on the Patten Co-ordinating Group, ACC Toner also liaises with the Oversight Commissioner.

ACC Toner joined the police service in 1981. In September 2002 he was appointed to the rank of Assistant Chief Constable. During his service he has worked in a variety of operational roles. In 1998 he was seconded to Her Majesty's Inspector of Constabulary (HMIC) where he specialised in Community and Race Relations.

### Information Technology integral to policing

The Information and Communication Services (ICS) department implemented a number of IT-based projects throughout the year, delivering real improvements to the operational effectiveness of staff.

Five thousand new PCs and 2,000 new printers were installed in District Command Units throughout the Province and the number of email boxes within the Service has doubled to 13,000.

The Duty Brief system allowing DCUs to provide electronic briefings on local intelligence and operational issues is available to all operational officers.



A valuable research tool has also been developed to catalogue questions raised at District Policing Partnership meetings and responses from DCUs.

The department was instrumental in implementing the Criminal Record Viewer, the Northern Ireland Office's Causeway Programme, which aims to improve information sharing between the different organisations within the Criminal Justice system.

The Service's corporate intranet, PoliceNet, has been further developed throughout the year.

# POLICE - PLANNING TO SUCCEED

The Police Service, like other organisations, requires strong planning processes to deliver effective and responsive policing.

Good planning ensures the Service is equipped to meet the standards of performance rightly demanded by the community it serves. Policy Planning and Performance Branch has developed and implemented a **robust integrated planning process to embrace planning needs at all levels of the Service.**

At strategic level it is designed to ensure that the organisation has the ability to effectively achieve the objectives set in the Northern Ireland Policing Plan. The planning system is also an integral function used by Regional and District Command and Headquarters Departments to ensure effective operational delivery of policing services.

A key feature of effective performance management is the ability to respond to actual

performance and the PSNI planning model has incorporated the National Intelligence Model (NIM) ensuring that policing services are properly focused on issues of concern to our community. The integrated planning process has been designed against clear timelines to ensure the planning and performance cycle maximises service delivery.

Local Policing Plans are prepared annually and progress toward achieving Patten recommendations must be demonstrated to the monitoring bodies. Integrated planning takes account of these various demands, bringing together their requirements into a single structured pathway.

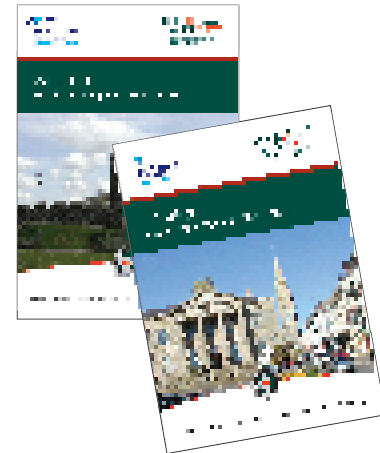
To ensure that staff are skilled in the planning process, a training programme has been delivered by

Planning and Performance Branch with a planning handbook developed as part of the package.

Performance staff worked closely with District Command Teams, other departments and the Policing Board, to develop a bi-monthly and six-monthly template to enable District Commanders to report to their local District Policing Partnerships on performance against planned priorities. This performance information is in turn used by the Regional Assistant Chief Constables during their accountability meetings with local command teams and also supports monthly performance meetings held by the Chief Constable. A performance and accountability structure has also been designed so that the Deputy Chief Constable may hold chief

officers to account for performance.

Over the past year policy staff have worked on developing a policy framework designed to ensure Police Service policy is compliant with human rights, Northern Ireland's equality legislation and the demands of freedom of information legislation.



## Modern facilities for modern policing



**The first purpose-built police station to comply with recommendations laid out in the Patten Report officially opened its doors in Coleraine in January. The new £8million District Command Unit Headquarters boasts state-of-the-art facilities, designed to meet policing and community needs.**

The 4,000sq-m structure, with 975 sq. metres of external stores was erected on the site of the old building and has additional integral security features. It is also first in

Northern Ireland to operate a fully functioning satellite enquiry office, as the entrance to the main station building is 80 metres from the main road.

New facilities include a Child Abuse and Rape Enquiry (CARE) suite, police training and a ten cell-custody suite incorporating the latest CCTV system, major incident rooms and specialist Scenes of Crime (SOCO) examination areas.

Antrim police station also opened a new £7.2million purpose-built custody suite housing some of the most up-to-date custody accommodation in the UK.

Meeting the recommendations laid down by the Patten Report in relation to the detention of suspects, the new dual PACE/Serious Crime facility became operational on 1st April 2003.

## Digital communications in the fight against crime

A new digital mobile radio and communications system (Project Barracuda), which revolutionises the way in which police officers communicate with each other, was launched in February. Piloted in the Larne area, it will be rolled out to the entire service by mid 2006.

The system delivers enhanced speech clarity, complete security, improved coverage and text messaging and data potential. It will also provide 2,500 mobiles, 6,000

hand portables and the refurbishment of 20 control rooms. There will also be a capability of direct links with other emergency services.



## Transport covering the miles

Transport Services Division supplies and maintains a fleet of 2800 vehicles covering 33 million miles each year. There are 1522 softskin cars, 120 motorcycles, 100 trucks/vans, 50 minibuses, 28 boats, six water cannons, three mobile

firearms training ranges, 450 Land Rovers, 520 armoured cars and one aircraft.

Throughout the year, the number of high visibility Battenberg livery vehicles has increased to 780, which accounts for 28% of the total fleet.

## Efficient services – on time

Supplies and Catering Branch achieved an overall stock reduction of £3m by 31 March 2004 based on an initial stock holding of £7m at the beginning of the financial year.

A new stock control procedure and more thorough cycle count process achieved a stock accuracy figure of 102.7% for year ending 31 Mar 2004.

The branch has also successfully transferred responsibility for managed service of non-public order uniform

items from the Police Service to outside suppliers and this has been operating successfully since Dec 2003.

A £1.5m expenditure savings has been achieved on an overall budget of £11m through:-

- Reduced stockholding
- Phased delivery re-scheduling
- Reduced pricing agreements with suppliers.

A new outside Catering contract resulted in an annual savings of £320,000.

## Best Value

Improving performance is at the heart of the changes for the PSNI.

The Best Value Unit in Corporate Development aims to continuously improve the services provided by the most effective, efficient and economic means available. Best Value helps provide local people with policing services that:

- meet aspirations and strategic priorities set out in the Policing Plan;
- reflect local needs;
- are fair, non-discriminatory and responsive to diverse needs;
- are high quality and cost-effective.

The National Audit Office and Her Majesty's Inspectorate of Constabulary

have produced reports on the process in the Northern Ireland Policing Board (NIPB) and the Police Service.

The National Audit Office reported on the Best Value arrangements in January 2004. This was a high level report commenting on the first year of the process in NIPB and PSNI. The recommendations are being progressed.

The HMIC also carried out a Best Value Review of NIPB and PSNI during March 2004, and presented the initial findings to the NIPB and PSNI. The recommendations in this report are in the process of being implemented and work is ongoing to review the methodology and communication strategy.

# OPERATIONAL SUPPORT

The focus of Operational Support Department is firmly fixed on meeting the needs and demands of front-line policing in order to deliver an improved and sustainable service, thus contributing to the goal of Making Northern Ireland Safer.

The Department assists the service achieve its aims and meet the needs of the community by providing policy, co-ordination and resource support to operational policing. The Department comprises of five Branches:

- Operational Policy and Support,
- Security,
- Roads Policing Development,
- Firearms and Explosives and
- Management Support.

The Department is often demand led (such as Firearms Licensing applications and security reviews) but it is also very proactive in areas of research, policy development and prevention strategies.

There have been changes to the structure of the department during the year, one of which was the creation of Management Support Branch in January 2004.

Management Support provides accountancy advice and support on operational matters to DCUs and Crime Operations Department, policy support on the policing impacts of social legislation, undertakes special

projects and manages the Department's business and personnel functions.

In summer 2003 the Police Service of Northern Ireland and the Institute of Chartered Accountants in Ireland signed a memorandum of understanding on the operation of a Northern Ireland Accountancy Panel. Panel members provide professional support for police on criminal investigations involving complex financial activities.

Security Branch plays a central role in preparing policy aimed at improving the overall physical security of the Police Estate. The approach taken includes the traditional aspects of physical security such as locks and keys but also aims to improve the organisational culture by increasing security awareness.

The Close Protection Unit continued to provide a valuable personal security service to individuals in Northern Ireland and to visitors. The most notable occasion was the visit to



Hillsborough on 7th-8th April of the Prime Minister and President Bush. The Close Protection Unit coordinated the planning for the visit and was fully deployed during the subsequent operation.

Firearms and Explosives Branch is responsible for administering a licensing and control function on behalf of the Chief Constable, as required by law. While the primary purpose of these controls is to protect the safety of the general public, the Branch is required to balance this overriding responsibility with the rights of some 80,000 individuals in Northern Ireland who own and use a firearm for sporting or other legitimate purposes. There are

also 146 firearms dealers whose business is dependent on the efficient administration of the licensing system.

During the period covered by this report the Branch processed 34,124 applications of which 21,282 were renewals, 7,985 were variations to existing holdings, 2,742 were new applications and 2,115 were cancellations. The Branch also has responsibility for overseeing the safe use of explosives and supervised some 1,278 blast operations at quarries throughout Northern Ireland.

Operational Policy & Support Branch plays a key role in the development of policy across a wide range of operational issues. The work



Acting ACC  
Sheamus Hamill  
Operational  
Support

## Operational Support

Sheamus Hamill is currently the head of Operational Support Department. The role of the department is to assist the service achieve its aim and meet the needs of the community by providing policy, co-ordination and specialist resource support to operational policing. The Department comprises of five Branches: Operational Policy and Support; Security; Roads Policing Development; Firearms and Explosives and Management Support.

Mr Hamill has been a police officer for some 28 years and has broad experience in both operational commands and key headquarter postings.

of the Branch is sub-divided into 3 key portfolios, Operational Policy, Emergency Planning and Conflict Management

Custody issues form a major part of the work at Operational Policy sub-branch and this year has seen significant progress in the development of Close Circuit Television Systems in custody suites. Also during the year a lengthy negotiation between Operational Policy and the Court Services has resulted in an agreement regarding the withdrawal of police resources from Magistrates' Courts. This very positive development will benefit local operational commanders by freeing up more resources available to them.

## Water cannon



The PSNI is pioneering the use of water cannon for the rest of the United Kingdom with the delivery of six new water cannon.

Water cannon provide police with a flexible, graduated response to policing disorder and unlawful protest if resolution by non-violent means is not possible. In striving to manage conflict without resorting to force PSNI have integrated their approach to policing disorder with their community policing strategy by empowering commanders on the ground to take a problem solving approach to potential conflict situations. However should the use

of force be unavoidable water cannon will be available.

The Conflict Management Sub-Branch is responsible for all policy on firearms and public order issues. During the year it also implemented the rollout of the Glock Pistol, as a replacement for the Ruger Revolver and made preparations for the issue of CS Spray to officers. This sub branch has worked closely with the Uniform Protective Measures Committee on the acquisition of stab resistant body armour for operational officers and on the development of a new standard for riot helmets.

## Emergency planning

A simulated plane crash helped police and emergency services to develop better emergency planning arrangements.

The PSNI Emergency Planning sub-branch has been working in partnership with An Garda Siochana colleagues to develop joint disaster/emergency planning arrangements. The first ever multi-agency live exercise to be undertaken by both police services, "Operation Lakeland", was held on the Fermanagh/Leitrim border in May 2003. The exercise, designed to be as realistic as possible, simulated an aircraft crash and involved both uniform officers and specialist back-up including Scenes of Crime, Mapping, Underwater Search Unit, Press Office and Casualty Bureau staff, along with representatives from all of the major Emergency Services on both sides of the border.

Emergency Planning personnel continue to work with key agencies to develop appropriate strategies for

dealing with chemical, biological, radiological and nuclear (CBRN) incidents to help ensure resilience within the Police Service. Guidance has recently been distributed to assist police officers in responding to such

incidents. Recently PSNI hosted a multi-agency interactive tabletop exercise, which examined and tested the capabilities of the emergency services to respond to a CBRN incident.



## Supporting Community Policing



Joe Stewart  
Director Human Resources

### Human Resources

Mr Joe Stewart is the Director of the Human Resources Department. Responsible for strategic level human resource management for police and civilian staff. It is made up of four separate directorates: Personnel; Training Education and Development; Occupational Health and Welfare and Health and Safety. It is also responsible for Diversity.

Mr Stewart joined the police service to lead the Human Resources Department in 2001 having been Chief Executive of the Police Authority since 1995.

### Gender Action Working Group

While the numbers of females joining the Police Service since 2001 has almost doubled, a number of issues need to be addressed in order to improve the gender balance within the organisation according to a report compiled by the Gender Action Working Party.

The report, 'Dismantling barriers to reflect the community we serve', notes that significant progress has been made in recruiting females. In fact since direct recruitment for officers to serve within the PSNI started in April 2001, the percentage of females joining has risen from 22% in competition three to almost 44% in competition five in March 2003.

In order to improve the gender balance of the Police Service the report makes a number of recommendations including the establishment of a mentoring scheme to enable any staff member to receive coaching to enhance their performance.

It also proposes that there should be greater opportunities for internal/external networking for female officers. Other proposals include the implementation of practical steps to tackle the "gentrification" of roles within PSNI including the discontinuation of PW numbers, and issuing duty sheets which are based on seniority rather than gender.



David Mercier  
Head of Legal Services Branch

### Legal Services Branch

The Legal Services Branch is headed up by David Mercier. The department aims to provide advice on general policing matters, inquests, judicial review, civil litigation and human rights issues. In 1977 he joined the Crown Solicitor's Office and following promotion was seconded to Legal Services (RUC) and latterly PSNI.

# Our people - our strength

The main objective of the Police Service's Human Resource Planning Strategy is to balance the number of police officers leaving the organisation through the severance programme and natural wastage with the appointment of student officers into training.



Working towards achieving a level of 7,500 officers, recommended in the Patten Report, reconciliation between those leaving and entering was controlled by the suspension of the voluntary severance programme for

the 2003/04 financial year.

At the end of March 2004 there were 7,212 regular serving officers, excluding student officers.

The recruitment programme, organised by the Consensia Partnership, is attracting significant numbers of applicants across the community.

One of the Patten Report's recommendations relating to the use of 50:50 recruitment was to ensure speedy compositional change in the number of officers from a Roman Catholic background. The success of this programme has continued during 2003/04 and in the past year the numbers of Roman Catholic officers has increased by a further 2.44% to 14.64%.

Five hundred and twenty eight

student officers have so far been appointed in the 03/04 financial year of which 205 are female (38.83%) and 257 are Roman Catholic (48.67%). Appointments are still ongoing, accounting for the discrepancy in figures. The rolling process is ongoing and will balance on a 50:50 basis when the current competition closes.

In March this year the first Detective Constables from other police services across the UK were appointed.

Particular effort was again focused on reducing the level of absence. The result has been a further reduction this year of -18.9% in the number of regular and reserve police officers absences and - 8.9% for civilian staff.

### First Part-Time Reserve Officers

## Working in their communities

The Police Service of Northern Ireland's drive to bring policing closer to the public took another step forward this year with the launch of the first phase of a three-year programme to create 1,500 new part-time policing roles in local communities.

The first group of ten Constables, along with four existing part-time officers who were retrained, have been appointed to the new Part-Time

Reserve service piloted in four District Command Units: Banbridge, Newtownabbey, Coleraine and Lisburn. Up to 171 Constables will be appointed in these DCUs.

The officers were attested before family and friends at a special ceremony at the Police Service's training centre, Garnerville in Belfast, in March this year.

All completed their initial basic training before being deployed in a

variety of roles, including beat patrol and local crime prevention. They began their probationary period with four weeks skills training and started their first tour of duty with trained tutor constables.

Further part-time recruitment phases will be rolled out across Northern Ireland following the evaluation of this pilot by the Service in consultation with Northern Ireland Policing Board.

### Consultation and Problem Solving

## Serves the community

The Training Education and Development Strategy (TED) is an important part of enabling police officers to provide the best quality of service to the people of Northern Ireland.

Representatives from the public and private sectors, academic institutions and the police service, make up the Advisory Council which collectively shapes the future of

police learning programmes. The Advisory Council provides expertise, advice and guidance and supports our efforts to achieve openness and transparency. More than 45 members attend council meetings and a series of working committees is now in place.

Also assisting police staff in their work in the community, a groundbreaking programme called

the Leadership Grid helps develop problem solving and leadership skills. It is available to Commanders, front-line operational staff and civilians to ensure continuous improvement.

The number of classes offered has increased over the past year by 10% and the number trained has increased by 7%, despite a reduction of 7% in Police College staff.

compliance with human rights requirements.

A recent change in the law will also require an increased legal input into inquests.

The Claim Handling team, assists in discharging the organisation's liability to those who suffer through the wrongful or negligent acts of police officers and others for whom we are liable. The team has been working towards a new database being developed by the Branch. This will give management the ability to

meet the increased demands from other departments and outside agencies for timely and accurate analysis.

There were 1,615 civil actions initiated during the year 2003/2004. Over the period 1,100 cases were disposed of, with damages of £2.4 million agreed or awarded. The bill for legal costs totalled £1.1 million. A total of 1,541 written requests for advice were sought and given by the Legal Team.



### Learning for Life - Discovering Potential and Building the Future



The Police Service College at Garnerville opened its doors in late November 2003 to members of District Policing Partnerships to mark the official launch of the landmark 'Leadership for Life' education programme, the first of its kind in the UK. This places the Police Service of Northern Ireland at the forefront of skills-based personal development and innovative learning methods and will act as a blueprint for best practice in education for other police services.

Created by the Police Service's Centre for Executive Leadership, Leadership for Life is accredited by the Open University Business School. Developed as part of the Patten recommendations it demonstrates the Service's commitment to continuous improvement.

The programme is designed to promote international best practice with the core focus being the attainment of leadership skills, national competencies, and knowledge based abilities in business administration and management development disciplines. Rolling out over five years, it will be available to everyone throughout the organisation.



Leadership for Life will benefit not just the Police Service as an organisation, but also the community it serves. The skills and abilities gained form an integral part of Policing with the Community, enabling police officers and civilian staff to improve their overall effectiveness.

An online leadership e-journal is under production to assist those studying through the education programme.

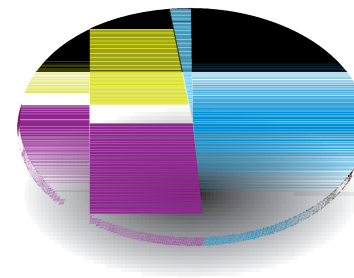
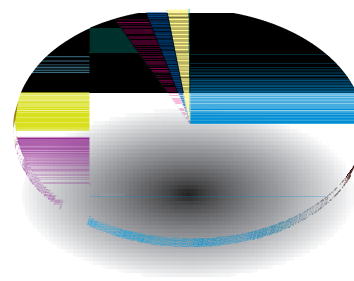
# The Cost of Policing

## Main Police Grant

The funding available for policing in 2003/04 was £669.7m comprised of £649.1m for revenue (excluding £42m for non-cash items) and £20.6m for capital. This is after deducting the savings resulting from officers leaving being surrendered to pay for the Patten Severance Scheme, as required under the funding arrangements.

Total cash expenditure during 2003/04 was £666.8m (£646.4m revenue and £20.4m capital), resulting in a surplus of £3m (£2.7m revenue and £0.3m capital), in total 0.4% of the 2003/04 available cash grant. The accompanying pie charts show how the money was spent for both revenue and capital.

As this was the first year in which budgets were devolved from the corporate centre to DCUs and HQ Branches, we are pleased to record the successful outcome of managing expenditure within available funding. In particular, the actual overtime of 9,668 Average Daily Hours (ADH) for the 2003/04 year was within the target 10,000 ADH activity. This represented a reduction of 33% from 14,451 ADH for the previous financial year. Although the public order situation improved during 2003/04, which helped reduce overtime, better management at DCU level has ensured more effective use of available resources.



David Best  
Director of  
Finance &  
Support Services

## Finance

Mr David Best is the Director of Finance. The department's areas of responsibility include Accounts Branch, Financial Accounting, Management Accounting, Financial Systems Development Branch, Finance and Resource Management Project (FARM), Civilian Pay, Central Pay and Pensions.

Mr Best first qualified as a Chartered Accountant and then received a Masters in Business Administration. He worked for an international firm of accountants in Belfast and then in South Africa. He returned to work in Bristol and then to the public sector in Northern Ireland. He joined the PSNI as Director of Finance in 1999 after four years as financial controller at the University of Ulster.

## Annual Financial Statements

We are pleased to record that a clean audit opinion was received from the Northern Ireland Audit Office in the financial statements for the year ended 31 March 2003.

A certified copy of the 2003/04 Annual Financial Statements will be included on the PSNI website as an addendum to this report in January 2005, and copies will also be made available at the Stationery Office (TSO).

## Patten Grant

Actual expenditure during 2003/04 on Patten projects was £31.1 million. This money was used to take forward the implementation of work in the following areas: external recruitment of police and civilian staff; purchase of new water cannons and vehicles; acquisition of a new radio system; building of a new holding centre in Antrim; CCTV; promotion of the new PSNI; major developments in information technology infrastructure/systems; and the development of the George

Cross Garden of Remembrance.

The Severance programme was suspended for the first six months of the year. Since it recommenced, some 82 officers have left under the voluntary scheme for regular and full-time reserve officers at a cost of £10.2 million. This brings the total officers leaving under severance to 1,870 since the scheme started.

## Achievements

Under the Finance and Resource Management (FARM) project, an integrated planning process was

implemented across the PSNI. Under the Local Financial Management (LFM) initiative in excess of 85% of the budgets were devolved to the local level, empowering DCU Commanders and Heads of Branches to have real influence over the use of resources within their areas of control. To assist in this process a number of key systems and processes were introduced. In conjunction with the Chartered Institute of Public Finance and Accountancy, a University accredited course was developed to

enhance the skills of the Business Managers.

Her Majesty's Inspector of Constabulary (HMIC) carried out an independent review of the finance function and issued a report in December 2003 that commented favourably on progress in financial management within PSNI and stated that: "This has embraced radical changes in increasing the level of financial devolvement to local budget holders and in implementing longer term financial planning."

# Media Matter:



The overall purpose of the Department of Media and Public Relations is to support the Police Service in its objective to make Northern Ireland safer for everyone. It seeks through the media, public relations and public affairs techniques, to secure understanding of and support for the Service.

To achieve this it undertakes a diverse range of specialist services in support of the work of the Police Service of Northern Ireland and in turn supports the Service's commitment to policing with the community.

One of its most important tasks

is to publicise crimes committed across the Province with a view to encouraging members of the community to come forward with information to assist with solving crime.

In support of the organisation's drive for openness and accountability the Media & PR Department gives strategic communications and Public Affairs advice to senior officers. It also disseminates information to the wider community on the work of the Police Service.

The Department provides a monitoring service of press and broadcast media and seeks to react and respond quickly to clarify any misleading or inaccurate information or rumour.

A wide range of external communications activities are undertaken by members of the Department including organising events, production of publications and planning PR campaigns for policing initiatives. There is also an

increasing range of internal communication activities including the production of the monthly in-house magazine CallSign and input to the new corporate Intranet facility PoliceNet.

The Media Department has identified a series of priorities for the future reflecting the Northern Ireland Policing Plan. These include:

- Delivery of effective and efficient media and public relations services to support the work of the organisation and promote understanding and support for the Police Service.
- Creation of an early alert tracking system to support a more effective response in relation to key issues.
- Development of the role of the Internet/Intranet.
- Building awareness of public affairs issues within the organisation and engaging with opinion formers locally, nationally and internationally.

## A first for Media & PR Department

The Media and Public Relations Department continued to expand its services this past year and for the first time has incorporated a dedicated public affairs role.

The Police Service is an apolitical organisation and the Code of Ethics states that police officers shall not take any active part in politics. However, it does operate in a highly political and complex environment.

Recognising the importance for the Police Service to engage with key stakeholders a public affairs role has been created and a public affairs officer has been appointed.

The role of the public affairs officer within the Police Service is twofold. On the one hand, it is to communicate key messages as determined by the Chief Officers to key opinion formers. While on the other, monitoring and assessing political developments and proceedings in order to brief the Chief Officers on key issues which impact upon the police.

To enable the organisation to

communicate key messages to opinion formers the public affairs officer will develop and implement a programme of strategic engagement. In the first instance the audiences defined as key opinion formers in the programme of strategic engagement will be the political parties and groups with an interest in policing in Northern Ireland.

The public affairs officer will advise the Chief Constable and Chief Officers on political matters and the work of the public affairs officer will comply fully with the purpose, vision and values of the organisation.



Dispatch is the PSNI's Public Affairs publication.

## Statistics - Policing with the Community

# 2003/04 STATISTICS

This year the Police Service of Northern Ireland broke with the traditional method of publishing its annual statistics as part of the annual report. Instead the annual statistics were released on May 13th and the complete set of results is available in full on the Police Service's web site (details below). A link to statistics is provided at the left side of the home page.

This was done in order to make the figures available earlier to the Policing Board and the public and also complied with requirements for the release of National Statistics.

What follows in these pages is a summary of key statistics as well as the Police and Criminal Evidence (PACE) Order statistics, not previously issued.

### Recorded Crime: Offences Recorded and Cleared 2002/03 and 2003/04

	Total Offences Recorded				Total Offences Cleared		% Clearance Rate		
	2002/03	2003/04	Change	% Change	2002/03	2003/04	2002/03	2003/04	Change in % pts <sup>1</sup>
Offences against the person (class 1)	28,455	28,982	+527	+1.9	14,618	16,508	51.4	57.0	+5.6
Sexual offences (class 2)	1,469	1,780	+311	+21.2	685	904	46.6	50.8	+4.2
Burglary (class 3)	18,659	16,389	-2,270	-12.2	1,845	1,992	9.9	12.2	+2.3
of which: Domestic Burglary	10,125	8,944	-1,181	-11.7	987	995	9.7	11.1	+1.4
Non-Domestic Burglary	8,409	7,317	-1,092	-13.0	754	882	9.0	12.1	+3.1
Robbery (class 4)	2,497	1,973	-524	-21.0	334	285	13.4	14.4	+1.1
Theft (class 5)	41,911	35,691	-6,220	-14.8	5,867	5,659	14.0	15.9	+1.9
of which: Vehicle Crime <sup>2</sup>	15,550	12,875	-2,675	-17.2	1,172	1,195	7.5	9.3	+1.7
Fraud and forgery (class 6)	8,801	6,273	-2,528	-28.7	2,501	2,030	28.4	32.4	+3.9
Criminal damage (class 7)	36,571	32,402	-4,169	-11.4	4,772	4,926	13.0	15.2	+2.2
Offences against the state (class 8)	1,771	1,292	-479	-27.0	591	538	33.4	41.6	+8.3
Other notifiable offences (class 9)	2,362	3,171	+809	+34.3	1,593	2,251	67.4	71.0	+3.5
of which: Drug Offences <sup>3</sup>	1,924	2,589	+665	+34.6	1,308	1,853	68.0	71.6	+3.6
Violent Crime (Classes 1, 2 and 4)	32,421	32,735	+314	+1.0	15,637	17,697	48.2	54.1	+5.8
Grand Total (all classes)	142,496	127,953	-14,543	-10.2	32,806	35,093	23.0	27.4	+4.4

<sup>1</sup> While the clearance rates are rounded to one decimal place, the clearance rates change in % pts is calculated on the unrounded clearance rates and then rounded to one decimal place.  
<sup>2</sup> Vehicle Crime is comprised of theft from a motor vehicle plus theft or unauthorised taking of a motor vehicle.  
<sup>3</sup> Includes both trafficking and non trafficking offences.

[www.psni.police.uk](http://www.psni.police.uk)

### Casualties as a Result of Paramilitary-Style Attacks 1994/95 - 2003/04

	Shootings			Assaults*			Total Casualties (Shootings and Assaults)
	Total	By Loyalist Groups	By Republican Groups	Total	By Loyalist Groups	By Republican Groups	
1994/95	96	55	41	105	46	59	203
1995/96	6	6	-	246	90	156	252
1996/97	41	37	4	291	125	166	332
1997/98	73	33	40	125	70	55	198
1998/99	73	40	33	172	112	60	245
1999/00	75	53	22	103	70	33	178
2000/01	162	99	63	161	89	72	323
2001/02	190	124	66	112	76	36	302
2002/03	165	110	55	144	94	50	309
2003/04	149	102	47	149	101	48	298

\* Including

### Number of Deaths due to the Security Situation 1994/95 - 2003/04

	Police	Police Reserve	Army	UDR/RIR*	Civilian	Totals
1994/95	2	-	1	2	49	54
1995/96	-	-	-	-	1	1
1996/97	-	-	2	-	12	14
1997/98	3	1	-	-	29	33
1998/99	1	-	1	-	42	44
1999/00	-	-	-	-	7	7
2000/01	-	-	-	-	18	18
2001/02	-	-	-	-	17	17
2002/03	-	-	-	-	15	15
2003/04	-	-	-	-	7	7

\* Figures include Royal Irish Regiment (Home Service Battalions).

### Firearms, Ammunition & Explosives Finds 1994/95 - 2003/04

	Firearms	Ammunition (rounds)	Explosives (kgs)
1994/95	139	7,998	448.4
1995/96	116	18,372	6.4
1996/97	103	12,043	2,462.5
1997/98	97	9,984	661.7
1998/99	104	13,416	778.4
1999/00	110	12,414	240.4
2000/01	134	12,970	98.9
2001/02	96	9,241	96.2
2002/03	129	18,549	19.9
2003/04	148	19,017	92.1

### Parade Statistics 2003/04

	Loyalist <sup>1</sup>	Nationalist <sup>2</sup>	Other	Total
Total parades	2,361	172	445	2,978
Legal parades	2,358	166	445	2,969
Illegal parades	3	6	0	9
Of the total:				
Parades re-routed	22	0	0	22
Parades with other conditions imposed	99	3	1	103
Parades at which disorder occurred	29	2	1	32
Parades banned	0	0	0	0

<sup>1</sup> 'Loyalist' parades include those organised by the Orange Order, the Royal Black Preceptory and the Apprentice Boys as well as band parades/contests or protest marches involving the loyalist community.  
<sup>2</sup> 'Nationalist' parades includes parades organised by the Ancient Order of Hibernians, the Irish National Foresters as well as band parades/contests or protest marches involving the nationalist community.

### Persons Charged<sup>1</sup> with Terrorist and Serious Public Order Offences 1994/95 - 2003/04

	Persons Charged
1994/95	262
1995/96	476
1996/97	591
1997/98	423
1998/99	441
1999/00	288
2000/01	269
2001/02	315
2002/03	359
2003/04	278

<sup>1</sup> Statistics refer to charges brought against a person after the original period of detention (including extensions). Any subsequent changes, additions, deletions to the original charges are not included.

### Security-Related Incidents 1994/95 - 2003/04

	Shooting Incidents <sup>1</sup>	Bombings <sup>2</sup>		Incendiaries <sup>3</sup>	
		Incidents	Devices Used	Incidents	Devices Used
1994/95	272	132	146	20	24
1995/96	65	-	-	7	7
1996/97	140	50	65	7	7
1997/98	245	73	91	6	6
1998/99	187	123	229	20	20
1999/00	131	66	86	5	5
2000/01	331	177	206	9	22
2001/02	358	318	407	5	6
2002/03	348	178	226	8	8
2003/04	207	71	80	3	3

<sup>1</sup> The following types of shooting incidents are included:

- Shots fired by terrorists
- Shots fired by the security forces
- Paramilitary-style attacks involving shootings
- Shots heard (and later confirmed)
- Other violent incidents where shots are fired (eg armed robbery)

<sup>2</sup> An individual bombing incident may involve one or more explosive devices. Incidents recorded include explosions and defusings (devices used). Incidents involving hoax devices, petrol bombings or incendiaries are excluded.

<sup>3</sup> Incidents recorded include explosions and defusings (devices used).





Deputy Chief  
Constable  
Paul Leighton

The Deputy Chief Constable is responsible for internal discipline, progressing the new police college and working closely with the Chief Constable in providing overall direction to the Service. He has also been responsible for overseeing the Policing with the Community Awards and Charity of the Year projects. He has been a serving police officer for 23 years. He returned to Northern Ireland in March 2003 after more than three years as an Assistant Chief Constable with Northumbria Police.

## The NSPCC - Chosen Charity of the Year



The Police Service of Northern Ireland is committed to working in partnership with the public to improve community and personal safety for all. In recognition of this, and in a bid to make a contribution to the community, the Police Service of Northern Ireland has implemented the Charity of the Year initiative.

Following a service-wide vote in November, the NSPCC was chosen as this year's charity, kick-starting a year-long fundraising drive.

Much excellent work has been undertaken by police officers and civilian staff in an effort to boost funds. Deputy Chief Constable, Paul Leighton, got the fundraising underway when he abseiled down one of Belfast's highest buildings.

A number of other events have also been organised throughout the Province, including a sponsored slim, a 'give up smoking' initiative a dragon boat race, a two-day motorcycle run and a charity ball to name but a few.

Mr. Leighton said he hoped the Charity of the Year initiative would help to unify staff in a common goal.

He said: "We in the Police Service have worked closely with the NSPCC for many years and know how important their work is. By supporting them in this way we are showing our commitment to our future, our children."

# NEW POLICE COLLEGE to be sited near Cookstown

The decision to build the new £80 million Police College for Northern Ireland just outside Cookstown was announced in February 2004.

Deputy Chief Constable, Paul Leighton, who chairs the Police College Project Board, presented details of the plan to a special meeting of the Northern Ireland Policing Board.

The selection of the 210-acre site at Desertcreat, after an extensive assessment of 26 proposals received by the Project Board, was described by Mr Leighton as a new beginning for police training in Northern Ireland.

It is anticipated that the design and build contract will commence in August 2004 with the award of the contract in September 2005. The anticipated completion date is September 2007.

The Independent Commission on Policing for Northern Ireland recommended that the Police Service of Northern Ireland should have a new purpose-built police college.

This was further emphasised in a report from the Office of the Oversight Commissioner which recognised that the training, education and development of police officers and civilian staff is crucial to the success of any radical transformation of the policing service in Northern Ireland.

The next steps will be the transfer of the site from the Department of Agriculture and Rural Development to the Policing Board anticipated to be completed this year. Next year the outline planning permission and tendering processes should take place.

Making the announcement to the Policing Board, the Deputy Chief Constable said: "I am very pleased that we in the Project Board have reached this stage. It is a milestone in the overall aim of the project which is to provide a college which



Deputy Chief Constable pictured with Professor Des Rea, Chairman of the Northern Ireland Policing Board at the announcement of the site for the new police college.

will focus on community policing and training officers to provide the service which all of the people we serve expect and deserve.

"We were especially pleased that so many areas across Northern

Ireland were keen to host this major development. All nominated sites were subjected to a rigorous assessment against set criteria. We also took into consideration factors such as targeting social need."

## Integrity is not negotiable

Reporting directly to the Deputy Chief Constable, Paul Leighton, PSNI's Internal Investigations Branch (IIB) is responsible for developing an Integrity and Professional Standards Policy and security, screening and vetting (including Internal Witness Protection Support). The department also has responsibility for liaison with the Police Ombudsman for Northern Ireland.



The aim of Internal Investigation Branch (IIB) is to prevent and detect corruption, dishonesty and unethical behaviour and to engender pride and trust in the integrity of the Police Service of Northern Ireland.

IIB has developed a comprehensive policy and strategy document to prevent and detect wrongdoing. This involves:

- Creation of a shared responsibility across the Service.
- Developing and supporting police and civilian supervisors to challenge and deal with wrongdoing.
- Devising effective security screening and vetting procedures.

Prevention measures introduced

this year included the publication of all misconduct hearings, outlining the nature of the misconduct and the sanction imposed.

Another initiative has been introduced in relation to the trending and tracking of complaints envisaged by recommendations 79 & 80 of the Patten Report:

The procedure is designed to provide information on complaints to District Commanders and their management teams, best placed to address any issues in relation to complaints.

The District Commander will receive statistical information provided by the Police Ombudsman for Northern Ireland along with relevant information from IIB. This will equip District Commanders with the information that they need to identify potential problems and deal with them.

### Statistics for 2003/04

- During the year 48 officers were charged with disciplinary/misconduct offences. This is an increase on last year's total of 19. This is due to a number of criminal cases which began in previous years concluding in the reporting period 2003/04. It is only when a criminal investigation concludes that misconduct proceedings can take place.
- Of the 48 officers charged, 7 cases arose from complaints by members of the public.
- The outcomes of the disciplinary proceedings included 5 officers being dismissed or required to resign and 7 officers having their salary reduced. Fines were the most common sanction (50%).

- Included in the figures are 7 officers whose results pend the outcome of a Judicial Review regarding Article 6 of the Human Rights Act as to whether Article 6 applies to disciplinary proceedings.
- Since the introduction in March 2003 of 'Safecall', an independent and confidential telephone line for police officers and civilian staff to report wrongdoing, 24% of the matters reported have led to formal investigation. Other outcomes included matters being referred back to local managers.

From April 2004 IIB is responsible for holding the Register of Notifiable Memberships, introduced in response to Patten Recommendation 126.

This report was produced by the Department of Media and PR at Police Headquarters, 65 Knock Road, Belfast. BT5 6LE Telephone 028 9065 0222

The Police Service of Northern Ireland is committed to providing equal access to information for everyone. A summary of the Chief Constable's Annual report for 2003-2004 can be made available in accessible formats on request. To request a summary in an alternative format (including large print, audio cassette or alternative language) please contact: The Section 75 Office, Police Service of Northern Ireland Headquarters, 65 Knock Road, Belfast BT5 6LE Telephone 028 9065 0222 ext 69770