



Your service, your report

As you read this document you are taking part in a small, but very important, piece of history.



That's because for the first time the Chief Constable's annual report is being delivered to every household in Northern Ireland.

The Police Service believes it is right and proper that everyone in the community has the opportunity to gain an insight into its work.

Others will read it too, in Britain, the Republic of Ireland, Europe and the United States. But the report's primary purpose is to inform you, the community in Northern Ireland, of the work of your Police Service.

The report details some of the many highlights and achievements

in policing during the reporting year (1 April 04 - 31 March 05) and, hopefully, addresses some of your concerns about the issues you want tackled.

We are making every effort to deliver an effective, efficient police service. For example, our new £3.7 million Eurocopter will provide a dynamic, high-profile approach to reducing crime and fear of crime.

But we intend to keep our feet firmly on the ground, policing with communities and working with you so that together we can make Northern Ireland safer for everyone.





I am proud to lead an organisation that has delivered real and positive results over the past year and I look forward to leading it over the next 12 months.

Delivering results

world', and throughout this report you will see examples of how work throughout all 29 District Command Units (DCUs) has contributed to an overall reduction in crime of 7.7% in comparison to the previous year.

Police officers working together with the community have achieved significant reductions in crime including a drop in the number of domestic burglaries and instances of vehicle crime.

These figures demonstrate that rising crime rates are not inevitable. But there is a need to be realistic. The police alone cannot cut crime. If crime rates are to continue to fall, community support is crucial. The public demand an exceptionally high standard of service from their police service – and rightly so, but the public also have a responsibility to work with and assist police in preventing and solving crime.

While I have made clear that our priority must be the prevention of crime and policing the present, I have

also been acutely aware of the need to address the unanswered questions around historical cases.

In March the Secretary of State announced funding of £32 million for the establishment of a special unit whose task will be to examine all unresolved deaths in Northern Ireland that were related to the security situation during the period from 1969 to 1998. This unit will sit within the structure of our Crime Operations Department. It will be led by a retired Metropolitan Police Commander.

Over the past three years I have met with people from all sides who struggle with simple questions about the deaths of their loved ones. I hope that the establishment of this unit will provide answers and achieve some closure for the families of victims while allowing the Police Service as an organisation to close enquiries with confidence in the integrity of the investigative process and satisfied that no further investigative opportunities exist.

The new unit will be unique to policing and those working within it will face massive challenges in the months and years ahead.

Of course this won't be the only challenge facing the Police Service over the next 12 months. Other challenges include how we continue to work with the community to cut crime, how we best manage our resources taking on board the work under way in the Review of Public Administration, and the continued drive to provide 'normalised' policing.

I am proud to lead an organisation that has delivered real and positive results over the past year and I look forward to leading it over the next 12 months, facing the challenges ahead and working together with the community to make Northern Ireland safer for everyone.

Hugh Cole

More than five years on from the publication of the Independent Commission's Report on Policing, the majority of the fundamental and far-reaching changes proposed by the Patten Report have been implemented. The Police Service of Northern Ireland is possibly one of the most closely scrutinised police services in the world. It is undoubtedly one of the most

accountable. And it is arguably one of the most effective and professional police organisations anywhere. That is not just my opinion - it is the opinion of countless policing experts who have come here and met with police officers and have seen at first hand the exceptional job they do.

Our District Commanders have been referred to as 'some of the brightest young police leaders anywhere in the

Focus on human rights

Human rights are central to the work carried out by the Police Service.

During the past year enormous strides have been made towards ensuring that human rights underpin all the work carried out by police officers and civilian staff.

Possibly the most significant development over the last year was the launch of the Policing Board's first annual human rights report. Endorsing the significant progress made by the Police Service, the report's authors said that in their view the PSNI had done more than any police service in the UK to achieve human rights compliance.

The recommendations contained within the report offer an opportunity for the Service to refine and improve its policies, procedures and practices.

Another development was the publication of the Police Service's own Programme of Action in September 2004. This was the Service's response to Patten recommendation 1. Commenting on this programme, the Oversight Commissioner stated in his 12th report that: "The Programme of Action describes what the PSNI has done since 2000 to ensure that human rights penetrate all aspects of policing in Northern Ireland. These accomplishments are considerable, fulfilling most of the Independent Commission's recommendations. It is fair to say that the actions taken by the PSNI now constitute a model of best practice that other police services might emulate."

These reports from external evaluators

are very encouraging and should provide reassurance to the community that their Police Service is committed to a human rights-based approach to policing.

The public should also be assured that human rights-based policing is not just about creating a superficial paper trail or 'ticking boxes'. Rather it is about a change in the style of policing and translating the Police Service's vision and values into concrete action on the ground.

On 28 February and 1 March 2005 the Service hosted a Human Rights conference on 'Restorative Justice, from the Mechanics to the Dynamics'. All sections of the community were invited to attend and contribute to an open and frank debate about the fundamental issues surrounding restorative justice. During the debates the Police Service made clear that human rights must be placed at the centre of restorative justice because it involves the issues of safety, accountability and restitution.

Additionally, the Police Service has continued to provide human rights training to trainers and policy writers. This will impact on service delivery which is continually under focus and review.

There will always be new challenges in the area of human rights and we are determined that not only will these challenges be met, but that the Police Service of Northern Ireland will set new standards to which other police services, and indeed other organisations, will aspire.

Crime is down - again!

Crime has fallen by 7.7% this year, building on the solid 10.2% reduction last year, to produce an overall decrease of 17.1% in the last two years. In the last year there were 9,829 fewer crimes.

Policing continues to focus on crime and community issues such as domestic burglary, vehicle crime and criminal damage. Officers are engaging with partner agencies to tackle community issues together.

Vehicle crime in Northern Ireland continues to decrease, with a 28.4% drop in thefts from vehicles and a 17% reduction in thefts of vehicles. Crime prevention initiatives across Northern Ireland have contributed to this massive decrease. DCUs have undertaken leaflet drops and put articles in local newspapers providing advice to drivers not to leave valuables in their cars. Some DCUs have also contacted vehicle owners, who may have left valuables in their cars, in an attempt to prevent crime. These initiatives have proved highly successful.

This year has seen the second annual reduction in domestic burglary as a result of a number of DCU-led initiatives. Domestic burglaries are down 18.4%. Criminal damage is an issue which is also being tackled.

The National Intelligence Model (NIM) has provided a standard means of determining priorities and a process for deciding what resources are needed to tackle these priorities. Using NIM, the Police Service has an improved understanding of what our



crime and community issues are, and a more focused approach to tackling these issues through intelligence, prevention and enforcement actions.

This focused approach has contributed to our ability to reduce crime in Northern Ireland. Resources are directed through intelligence-led, planned operations so that problem areas are effectively targeted with actions being evaluated and reviewed on an ongoing basis.

However, while overall crime figures have dropped, there is still work to be done in tackling those

crimes that have increased, including hate crime. More resources will be targeted at preventing this crime and further support will be given to the many initiatives which have been developed to protect, advise and support victims and potential victims of hate crime.

There is also work to be done in tackling the fear of crime. While crime rates are decreasing, the fear of crime is increasing. The police, media, politicians, and community groups all have a role to play in dealing with this issue.

Crime Ops - successes and challenges

Crime Operations Department, now in its second year, holds responsibility for conducting all investigations relating to serious crime, including murders, organised crime and terrorism. The Department is home to all the detectives and specialist resources, including the Analysis Centre, required to conduct professional investigations into serious crime. There have been many successes and challenges in Crime Operations' inaugural year.



The Northern Bank Robbery

One of the most high profile investigations of the year has undoubtedly been the investigation into the theft in December of £26.5 million from the Northern Bank in Donegall Square, Belfast. It has been described as the largest bank robbery in the world and has commanded unprecedented public and media attention worldwide.

The robbery has had enormous significance for a number of reasons - the vast amount of money stolen, the formal attribution by the Chief

Constable of responsibility for the robbery to the Provisional IRA and the international media scrutiny of the event and the subsequent investigation.

From a policing perspective, Crime Operations Department immediately deployed a team of experienced detectives to investigate the robbery, a crime which left a number of victims traumatised. Due to the number of detectives required to conduct such a large scale investigation, the team was drawn from both Organised Crime Branch and Serious Crime Branch supported by all other

Crime Operations functions such as Scientific Support including Forensic investigations, Analysis and Serious Crime Review.

The investigation of the robbery has resulted in the withdrawal of hundreds of millions of pounds of bank notes, the designation of replacement notes and has required PSNI liaison with police services and agencies across the world in the search for the stolen cash and to prevent it being effectively laundered by those responsible.

It was clear to police from the outset that the Northern Bank robbery was planned and executed over some time by a sophisticated terrorist gang. The consequent police investigation will equally take time as the new structures in Crime Operations Department rise to the challenge of investigating one of the largest cash thefts in history. Already tens of thousands of working hours have been invested in the meticulous processes involved in serious crime investigation, including house-to-house enquiries, searches, forensic and intelligence work.

Whilst the Northern Bank robbery has commanded a very high profile in recent months, it represents only a fraction of the ongoing work within Crime Operations Department.

Serious Crime Investigations

During the year Major Investigation Teams (MIT) within Serious Crime Branch have been tasked to investigate 30 new murders, of which 26 have been cleared.

One of these was the investigation into the murder of Patrick McGrath and the serious assault of his 67-year-old sister at their home outside Coalisland on 19 December 2004. Following a thorough and creative police investigation, which included a mass DNA screening of all men aged between 14 and 40 living within a 1.5 mile radius of the crime scene, subsequent investigations led to the arrest of a man who is now awaiting trial in connection with these crimes.

The Department continues to make progress in the investigation of the murder of Robert McCartney and serious assault of Brendan Devine in Belfast in January. The case has been the focus of intense and prolonged media attention worldwide. A Major Investigation Team has been dedicated to what has been a challenging and complex investigation. The legacy of the loyalist feud

continues and this year saw the conviction of one man and the trial of two women and a man now awaiting sentence for their roles in the murder of James Johnston in Crawfordsburn in May 2003. The case has highlighted a determined police investigation which included pioneering forensic techniques so that blood found near the scene could be aged accurately and connected to the gunman.

In November a planned and intelligence-led operation successfully disrupted a gang in the process of attempting to rob a bank. The operation in the Loopland Drive area of Belfast resulted in the disruption of the gang's activities and four people subsequently charged in relation to the attempted robbery of a bank are currently awaiting trial.



The Crimestoppers scheme enjoyed a successful year working in partnership with the police, the community and media.

The scheme, in which members of the public are encouraged to give information about crime and criminals without fear and without involvement, logged 2,285 actionable calls which led to 81 arrests and 80 individuals charged or reported.

Those calls meant more than £174,000 worth of property was recovered and drugs totalling £83,000 were taken off the streets.

And it's not just low level crime which is covered - 25 arrests were made for murder or attempted murder as a result of calls to Crimestoppers.

The war against drugs

There were 2,402 drug seizures during the year, a slight increase on 2,347 the previous year. The 'street value' of drugs seized was £9.5 million which is down substantially from £15.1 million the year before. A total of 1,356 individuals were arrested, down from 1,754 the previous year. There were 1,077 persons charged compared with 1,088 the previous year.

A particular concern is the rise in the amount of Class A drugs (cocaine, Ecstasy and LSD) in circulation which is reflected in the increase in amounts seized. Drug Squad officers have worked to target the supply chain and it is encouraging to note that the number of people charged with supply offences has increased as a proportion of the number arrested.



Drugs concealed in a car body panel.

Confronting Organised Crime

One of the priorities for the year set by Crime Operations Department, reflecting the Government's Organised Crime Task Force priorities, was the continued disruption and dismantling of Organised Crime gangs.

The gangs are often commodity-based, dealing in anything which will generate cash, regardless of the cost in economic or safety terms to the local community.

In December 2004 Organised Crime Branch conducted a major operation, believed to be one of the largest police operations ever conducted against Organised Crime in Northern Ireland. A total of 28 planned and co-ordinated searches were carried out by police partners in Northern Ireland, the Republic of Ireland, Scotland and England against a criminal gang engaged in dumping illegal waste, money laundering and high value plant theft.

Throughout the operation the PSNI worked closely with police forces in the UK and the Republic of Ireland. In Northern Ireland searches were carried out in Belfast, Londonderry, Newry and Fermanagh. As a result over £2million of property was seized by police and a

number of restraint orders were served prohibiting individuals from selling or otherwise disposing of their assets. Follow-up operations have resulted in a number of arrests.

The Police Service also achieved its largest criminal confiscation to date in Northern Ireland when a long-running Organised Crime Branch investigation against money laundering culminated in the conviction of three people. This success stemmed originally from a multi-agency cross-border investigation into a bureau de change located on the border between Northern Ireland and the Republic of Ireland. Enquiries relating to the investigation were conducted throughout Europe, Africa and Asia. One man was convicted in the Republic of Ireland where he was sentenced to five years imprisonment and ordered to pay back £2.5 million; two men in Northern Ireland were the subject of confiscation orders amounting to over £700,000.

All the successful initiatives against Organised Crime gangs are resource intensive, requiring planned, intelligence-led operations. There are no quick-fix solutions to the problem of Organised Crime, however

increased cross-border cooperation and partnership between police and other government agencies have enabled several high-level crime gangs to be dismantled and many others disrupted over the year.

The creation of Crime Operations Department has undoubtedly been one of the most significant shifts in Northern Ireland policing, drawing all aspects of serious, organised and terrorist crime investigation together under the command of a single Assistant Chief Constable ensuring greater accountability and better information sharing.

Assets Recovery Agency

The Assets Recovery Agency and the Police Service have continued to develop a strong and productive working relationship that has resulted in a significant contribution to the Agency's caseload. The Agency is strongly supportive of the PSNI's innovative use of the Proceeds of Crime Act powers to tackle all levels and types of criminality.

Removing criminal assets is an important strand in the overall

strategy for making communities safer. This year the PSNI has been one of the single largest referral agencies to ARA throughout the UK.



ASSETS RECOVERY AGENCY

Public Prosecution Service progress

Significant progress has been made in the project to implement the new Public Prosecution Service (PPS) for Northern Ireland. The police continue to work closely with the Director of Public Prosecutions (DPP) and other criminal justice agencies following the recommendations of the Criminal Justice Review.

There are two on-going pilot projects - Belfast and Fermanagh/Tyrone.

The Belfast pilot covers South Belfast District Command Unit (DCU) and all offences committed by young persons in the Belfast Magistrates Court area.

The Fermanagh/Tyrone pilot started in April 2004 and covers five DCUs - Cookstown, Dungannon, Omagh, Strabane and Fermanagh.

Both pilots offer the full range of new services to:

- make prosecutorial decisions on all submitted police files;
- provide prosecutorial and pre-charge advice to police in certain circumstances in an agreed protocol;
- review all charges prior to court;
- produce defendant summonses and witness invitations to attend and summons;
- have lead responsibility and be 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.

Protecting children

Protecting children has been at the forefront of much of the work of officers in Criminal Justice Department to ensure policies and procedures are in place to safeguard some of the most vulnerable members of our community.

Sadly, there are a large number of sexual predators in our society. In Northern Ireland we have almost 600 names on the sex offenders register.

All alleged or suspected cases of child abuse whether sexual, physical, emotional abuse or neglect are jointly investigated by police and colleagues from Social Services and NSPCC in accordance with an agreed protocol which is regularly updated and revised.

With the assistance of a number of government and non-government organisations, the Police Service has developed a comprehensive Child Protection Policy. This policy seeks to provide operational officers with guidance on the various contacts that police have with children and young people.

For many years sex offenders, paedophiles and those with any sexual interest in children and young people



Beating the bullies - Nine-year-old Shannon Beattie, from Knocknagoney Primary School in Belfast, was the overall winner in a competition organised by Community Safety Branch to tackle the problem of bullying. Almost 5,000 entries were submitted by children from a range of backgrounds and abilities in Controlled, Maintained, Integrated and Special Needs schools across Northern Ireland. Shannon, pictured with Deputy Chief Constable Paul Leighton and Assistant Chief Constable Judith Gillespie at the awards ceremony in the Innovation Centre, Belfast, has her poster featured on the re-designed young people's website www.urzone.com

had considerable freedom to target potential victims. The new Multi-Agency Sex Offender Risk Assessment and Risk Management arrangements (MASRAM) have gone a long way to help child protection agencies to identify those who pose a risk to

children and to put risk management strategies in place.

It is now Police Service policy that all officers and support staff will receive child protection training. This is delivered in association with the NSPCC and other non-government

organisations.

We are committed to working with our colleagues in both the statutory and the voluntary sector to ensure that children are able to grow and develop in an environment where their protection is a priority.

Supporting older people

We are committed to working, in partnership, to reduce crime against older people, address their fear of crime and provide reassurance.

The Service is involved in many initiatives with local businesses, representative groups, voluntary and statutory agencies to provide physical measures to older people who are vulnerable and isolated.

The Older Persons' Independent Advisory Group, now in its second

year, has provided a valuable opportunity to engage with older people and identify first hand their needs and concerns and to ensure that the Police Service response is effective and appropriate.

A policy for "Preventing and Responding to Crime Against Older Persons" is nearing completion.



Crime Prevention

Crime prevention is a fundamental principle of policing. Every police officer actively seeks to prevent crime but the main responsibility for promoting crime prevention awareness lies with headquarters Crime Prevention and the Crime Prevention Officers attached to the District Command Units.

Crime Prevention Officers have been involved in delivering advice to victims of domestic burglary and offering them a property marking kit called Smartwater. Officers have visited over 6,000 homes and given specific advice to prevent people from becoming repeat victims.

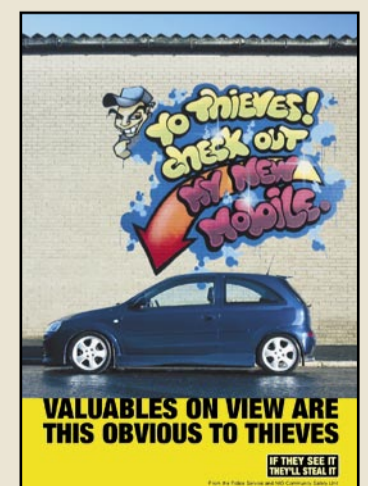
In addition, a number of specific areas were selected in which all homes were supplied with Smartwater, with street signage erected to create a safer environment.

In partnership with the NIO Community Safety Unit, DVLNI, Northern Ireland Fire Brigade and Belfast City Council, Crime Prevention introduced Operation Clean Up. This is the removal of motor vehicles from public roads where the road fund licence has expired for three months or more. Police identify vehicles and have them removed to a secure compound. If they are not collected by the owner, the vehicles are destroyed.

The results of this campaign have shown a reduction in a wide range of crimes such as robbery, burglary and theft. It has also shown a reduction in road traffic collisions. To date over 1,000 vehicles have been removed

with 20% being reclaimed by their owners.

Another partnership initiative with the NIO Community Safety Unit was a poster, advertising and leaflet campaign to highlight the problem of thefts from vehicles and offering the public simple advice to reduce the chances of them becoming victims. Operated in the four Belfast DCUs and Castlereagh, Newtownabbey and Lisburn, which account for the majority of such thefts, early indications are that the scheme has reversed a rising trend.



Hate crime

The Police Service is adopting a proactive approach to tackling hate crime.

Hate related incidents are identified as incidents perceived by any person to be motivated by race, homophobia, religion, sectarianism or disability. Whilst reports of racial and homophobic incidents continue to rise many more incidents go unreported for a variety of reasons.

In January 2005 the Police Service launched a four week Adshel poster campaign in South Belfast, North Belfast, Craigavon, Ballymena, Foyle and Dungannon where hate related incidents were particularly prevalent. This poster carried the message 'Hate Crime is Wrong' and was aimed at increasing reporting of incidents, seeking public support and challenging perpetrators.

In September 2004 the Service introduced new interpretation and



translation services. Face-to-face and telephone interpreters are available 24 hours a day. Dual handset phones to aid interpretation are presently being placed in every fully operational

station and custody suite. New sign language provision for the deaf and hard of hearing has been made available for British and Irish sign language.

Minority Liaison Officers continue to support and advise victims of hate related incidents and proactively link in with local minority and vulnerable groups. In many areas local police have taken the lead in initiatives to meet the needs and identify the concerns of migrant workers including arranging induction sessions with Crime Prevention, Minority Liaison and Roads Policing Officers.

The Service will shortly introduce a new hate crime policy, which aims to ensure that minority and vulnerable groups are protected, incidents prevented and victims supported.

Progressive support

Operational Support is the Service's newest Department, established in October 2004 and led by Assistant Chief Constable Roy Toner.

The new department combines the former Corporate Development and Change Management and Operations Departments to provide a wide range of professional and progressive support to PSNI in the delivery of front line policing.

ACC Toner says: "We are committed to continually improving the service we provide to our colleagues within the organisation and thereby assisting in making Northern Ireland a safer place for everyone."



The Department has six branches: Operational Support, Corporate Development, Central Statistics, Information Management, Telecommunications and Change Management.

Operational Support deals with issues of Operational Policy, Road Policing Development, Security, Firearms & Explosives and Management Support. Each sub-branch is diverse in itself but all exist to support operational policing.

Operational Policy and Roads Policing Development are primarily policy units. Security has responsibilities around threat risk analysis, key installations and protection of individuals. Firearms Licensing and Explosives deals with all the administration around these areas while Management Support has a variety of portfolios, one being to provide management and administrative support to other aspects of the Department and the Branches.

Information Management Branch's

"We are committed to continually improving the service we provide to our colleagues within the organisation and thereby assisting in making Northern Ireland a safer place for everyone."

main functions are to implement an integrated IS/IT strategy and provide the necessary IT software and infrastructure with appropriate technical support across the Service.

The principal aim of Telecommunications Branch is to ensure that the communications needs of the Police Service are met in the most efficient and effective manner and at best value for money in support of the delivery of frontline policing. The major achievement in 2004 has been the implementation of a state of

the art digital radio communications network for use across Northern Ireland both by PSNI and other 'Blue Light' services. During the last 12 months this system has been rolled out to Urban Region with several thousand portable and mobile units now in service. Plans are well advanced to complete rollout within PSNI by September 2005.

The Change Management team performs a key role in the monitoring, co-ordination and support of the

change programme which increasingly reflects dynamic movement beyond Patten in a continually changing environment.

Central Statistics Unit's role is to act as the main source of statistical information within the Service. It is also responsible for providing official statistics to a variety of external customers such as government departments, universities, schools, voluntary and private sector bodies, researchers and members of the public.

The main areas covered by Central



Statistics Unit include:

- Recorded crime
- Road traffic injury collisions
- Security and public order
- Drugs seizures and arrests
- Operation of the Police and Criminal Evidence (PACE) Order
- PSNI Surveys – Internal Staff Surveys and Surveys of the General Public.

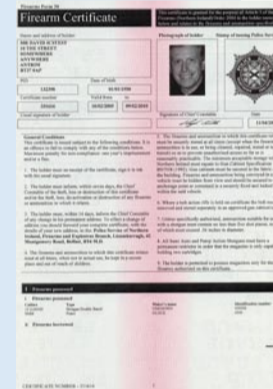
Corporate Development has a broad portfolio of responsibilities, ranging from data protection and freedom of information issues right through to policy, planning and performance. Best Value is an important aspect to ensure that policing is delivered in a manner that secures continuous improvement while achieving economy, efficiency and effectiveness in the provision of policing services.

New firearms laws

The Government introduced new legislation in February 2005 to update the law on firearms licensing and implement recommendations in the report of Lord Cullen.

Firearms & Explosives Branch is responsible for administering the licensing function on behalf of the Chief Constable. There are approximately 78,000 firearms holders in Northern Ireland covering various shooting disciplines and purposes such as clay pigeon, target, wildfowling and vermin control.

The Firearms (NI) Order 2004 maintains the emphasis on public safety and requires applicants to provide details of two referees who can vouch for their suitability. Firearms holders must also demonstrate, at regular intervals, that they remain a suitable person and have good reason to continue to possess a firearm.



Working for improvement

Operational Policy and Support Unit develops and maintains policy and guidance, and liaises with external agencies to support the achievement of PSNI operational objectives.

As part of a Queen's University Belfast pilot project, police officers are being trained to bring treatment to heart attack victims as quickly as possible. The Northern Ireland Public Access Defibrillation (NIPAD) project involves training people working and living in north and west Belfast, Ballymena, Antrim and Magherafelt. They will assist suspected cardiac victims, before an ambulance arrives, using an Automated External Defibrillator (AED) – a device which gives an electric shock to try to get the heart back to normal rhythm.

The unit organised the first Police Service/Translink conference to tackle crime on our public transport system through joint initiatives.

CS spray was introduced in 2004 as a measure to improve officer safety by providing an effective, less lethal option for officers to choose from in a violent confrontation. In a confidence-building measure, incidents of CS spray usage were automatically referred by the Police Service to the Police

Ombudsman's office for the first six months.

CS sprays are not primarily intended for use in public order situations but they can provide the normal beat and patrol officer with an effective means of suppressing a violent situation. As an alternative to the baton or firearm, CS spray can incapacitate without risk of serious injury to the offender. Its success in other UK police services has been measured by a significant reduction in injuries to police officers and offenders, significantly fewer complaints against police officers and lower levels of officer sickness.



Assistant Chief Constable Roy Toner and QUB project trainer Peter Ferguson demonstrate the defibrillator on a 'patient' at the launch of the NIPAD scheme.

Information Management

Information Management Branch is progressing the implementation of the Information Systems (IS) Strategy 2004 – 2008, which aims to place the Police Service at the forefront of law enforcement technology.

The strategy, which contains 40 projects, has been externally validated by the Police Information Technology Organisation (PITO) and the Information Management Branch has been restructured to align with its objectives.

The IS Strategy includes a number of key initiatives that are designed to provide a step change in the efficiency and effectiveness of operational policing. These initiatives include:

- Enterprise Solution – this contributes directly to the delivery of Patten Recommendation 93 and will permit the Police Service to fully participate in the Criminal Justice Review and the Causeway Programme.

A pilot implementation of the Enterprise Solution is currently

underway and the overall project is in the early stages of planning and implementation.

- Call Management – the purpose of this project is to implement revised emergency and non-emergency call handling arrangements and provide facilities for service-wide Telephone Crime Recording. This improved capability will provide a significantly enhanced service to the public.

Information Management is currently implementing a Call Management pilot in three DCUs to develop new business processes and validate the technical solution for Call Management. The solution will then be introduced to the wider organisation, at which time a Telephone Crime Recording solution will also be made available.



- Electronic Document and Records Management System (EDRMS) – this project will standardise document storage across the organisation and allow more efficient retrieval of both electronic and physical records. EDRMS will reduce the large volume of paper used within the Service, reduce data duplication and improve the timeliness and quality of information.

EDRMS is the basis of the Service's Freedom of Information solution, which was deployed in January 2005. The introduction of EDRMS to the wider organisation is scheduled to commence during the second half of 2005.

Policing with communities

Policing with the community is delivered through two operational regions – Urban and Rural. Effectively this is done by 29 District Command Units. These mirror the existing District Council structure with the exception of Belfast, which has four. Assistant Chief Constable Duncan McCausland is responsible for Urban Region. It has 12 District Command Units which essentially cover the greater Belfast area and its immediate environs. Assistant Chief Constable Peter Sheridan oversees Rural Region’s 17 DCUs.

Antrim

Following a marked increase in incidents of minor public nuisance involving young people in Randalstown, a community and police partnership was developed to give young people a new project in which to channel their energies.

It emerged that many of the young people felt they did not have a place to meet and socialise. Football was their main interest and together, members of the community and the police located a piece of land. Through a lot of hard work by all, including young people, the land was transformed into a football pitch, allowing the young people to meet and play in an area totally dedicated to them.

This initiative has grown as agencies with an interest in youth work have signed up. Funding has been secured and a programme of activity was developed to ensure the new initiative continues to make a difference to the lives of young people in the Randalstown area.



North Down

The aim of the Community Information Network is to share information between the Police Service and members of the community throughout North Down, who have registered their mobile telephone number with police. Registered users receive live text alerts (SMS messages) on incidents in the area. For example, an alert may be information regarding a missing person or a crime such as a robbery.

Over 500 people have registered their mobile telephone number with police as part of the scheme. Text alerts have been sent out on a number of occasions in respect of stolen vehicles, suspicious activity and missing persons.

Feedback has been positive. Not only are police receiving information as a result of this scheme but a strong community partnership is also growing, helping to reduce crime and

the fear of crime.

West Belfast

The work of the Auto Crime Team (ACT) in West Belfast is continuing to make an impact on car crime. In one month alone, police made 21 arrests and recovered 23 vehicles.

The problem of car crime remains the number one priority for police in West Belfast. By using dedicated resources, police are committed to working to reduce the number of incidents of car crime and making West Belfast a safer place in which to live and work.

In early 2005 police closed the gates of Andersonstown station for the last time. The station was no longer fit for purpose and its closure will assist in consolidating resources. This consolidation will support the provision of a more efficient, effective and accountable police service to the people of West Belfast.

Larne

To promote road safety in Larne DCU, a Safe Driver event was organised by local police. The event worked in tandem with the Roadsafes Roadshow, which helps bring home the message of road safety to young people. From this, police developed a Safe Driver presentation, which is now offered to a range of local groups and clubs including secondary schools in the area.

Larne also played host to a hard-hitting play which focuses on domestic violence. The aim of the play was to help people learn about the problems of domestic violence and help others recognise the signs of abuse.

Newtownabbey



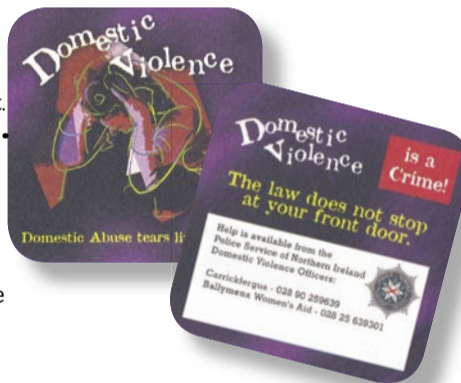
‘Farmwatch’ was introduced to tackle an increase in the number of thefts of trailers and farm machinery in the large rural community in Ballyclare.

Farmwatch is a joint venture

between police, The National Farmers Union, the Ulster Farmers Union and Newtownabbey Borough Council. Police compiled crime prevention packs which were distributed by the Ulster Farmers Union. Each pack contained information on reporting crimes and suspicious activity and detailed the information needed by police to efficiently follow up any report.

The pack also contained signage for display at the entrances to farms and information on property marking and tracking products. There has been a significant decrease in crimes involving farm equipment since this initiative started.

Carrickfergus



Police in Carrickfergus have distributed over 3,500 beer mats to all licensed premises in the area to highlight the issue of domestic violence and the support available from police Domestic Violence Officers and Women’s Aid.

The beer mats were produced by police as a simple but effective method of raising awareness of domestic violence, particularly to advise victims that confidential help and support are available and domestic violence should never be tolerated.

Each beer mat also carries contact details of the local Domestic Violence Officer and the Women’s Aid Refuge. Reported incidents of domestic violence have dropped by almost 25%.

South Belfast

The Holyland partnerships were developed as a result of rising levels of student disorder and incidents of crime in the Holylands area of South Belfast. With the arrival of the large student population comes anti-social behaviour, binge drinking, litter, noise and sleepless nights for long-term residents.

By developing a partnership approach to tackling the problem,

combined with strategic policing and a focused awareness and information campaign, the Holyland initiatives have prioritised action, targeting those most vulnerable to student disorder and addressing the quality of life issues affecting the long-term residents.

A core group of partners comprising key organisations from the statutory, private, community and voluntary sectors worked with police to tackle the student related problems.

Measures were quickly put in place to address noise and litter in the area. Policing operations provided further reassurance for residents and gave the clear message to students that anti-social behaviour would not be tolerated. Longer-term responses such as Community Warden Schemes and stricter control over houses of multi-occupancy should realise a sustainable solution to the associated problems.

One of the best success stories from the Urban Region Operational Command Unit over the past year was the operation aimed at stopping the availability of drugs at the ‘Network Club’ in Belfast’s Lower North Street.

As a result of a planned proactive police operation a substantial amount of drink and illegal drugs were seized and the premises had its entertainments licence revoked.

North Belfast

Over recent months sector officers in North Belfast DCU have combined their resources to conduct a number of operations tackling the issues of underage drinking and youths causing annoyance, two of the priorities in North Belfast’s local policing plan.

The initiative to tackle underage drinking, led by sector police in



Chief Inspector Colin Taylor with alcohol seized from children.

partnership with Belfast City Council Parks Department, is just one of a number aimed at reducing this problem. Police are working with a number of partner agencies and as part of the ongoing strategy have actively targeted adults who purchase and supply alcohol to minors.

These operations have proved very successful with over 700 cans and bottles of alcohol seized.

Castlereagh



In 2005 Castlereagh launched Greater Belfast’s first ever Neighbourhood Watch Scheme, designed to enable local communities to work together, bringing reassurance to residents as well as helping to improve the quality of life and reduce the fear of crime.

The scheme gives local communities an opportunity to actively contribute towards, and take some responsibility for, making the area in which they live a safer place. The aim of the scheme is to encourage people to be more observant, to help each other and to bring concerns and information to the attention of local police. Residents and local police work in partnership to reduce crime and the fear of crime.

Newtownards

Sector police in Greyabbey have developed initiatives to build good relations with younger members of the community, to help increase young people’s confidence in police. With the reopening of Greyabbey station, local officers issued an open invitation to local residents, including schools, to visit the station. Every Wednesday and Friday without fail there has been an ‘invasion’ of primary school children. It is felt now that they have come to see police officers as people they can rely on and as part of the local community.

Newry and Mourne

Operation ROBIN (Reduction Of Burglary In Newry) was launched to target burglaries. The initiative balanced education and enforcement. The DCU's mobile police station was used in various areas and was supported with the production and distribution of leaflets. An information day was organised for local security companies and bus advertising was financially supported by Newry District Policing Partnership.

Magherafelt



The fear of crime amongst older residents in the villages of Tobermore and Upperlands was specifically targeted by police. Although actual crime levels were low, surveys carried out by police in conjunction with the District Council's Community Safety Branch showed that the fear of crime was high. In order to give a measure of reassurance, police hosted a number of information evenings. In addition, funds were secured from a range of sources to enable security items such as door chains, viewers, window locks and personal alarms to be issued to vulnerable groups.

East Belfast

The Odyssey complex is just one area that demonstrates a good example of the partnership approach to policing in East Belfast.

Police are actively engaged with other stakeholders in a partnership that has initiated a Closed Circuit Television and Radio Link Scheme. The scheme has the aim of providing a safe environment for the 4.2 million people who visit the complex each year.

Ongoing partnerships helping to reduce crime and disorderly behaviour in the area include a partnership with EventSec, the onsite security company and Operation SAFENITE, which focuses on the provision of high visibility policing.

Moyle

The forging and enhancement of practical community-based partnerships has been the focus of community policing in Moyle. The Community Policing Team, based in Ballycastle, created a simple but successful road safety initiative offered to all schools. Assisted by teachers, and with funding from Moyle Community Safety Forum,

police officers gave talks to P5 and P6 pupils about bus, pedestrian and cycle safety. Some 500 reflective armbands were handed out. These not only made the children more visible but served as a reminder of the need to continually think about road safety.

Fermanagh

The aim of making Fermanagh's roads safer for all was boosted through the acquisition of a new high visibility, purpose-built police vehicle. Primarily designed for use in the event of serious road traffic collisions, it can also double up as a mobile incident room or mini-police station. The new vehicle offers a warm, safe environment for motorists or witnesses who are being dealt with at the scene. It carries a number of road safety messages and police believe that its high profile nature will be a physical reminder to drivers about their behaviour in relation to drinking and driving, speeding, wearing seatbelts and driving without due care and attention.



Cookstown

Police in Cookstown are using video technology to combat town centre criminal damage and anti-social behaviour. Uniformed officers are routinely equipped with hand-held video cameras. They openly record activities in and around the town centre. The aim is to deter crimes such as vandalism, assaults and other forms of anti-social behaviour. Where offences are committed, video evidence can be used in an attempt to identify and subsequently convict the perpetrators. A number of offenders have been caught on camera.

Armagh

The need to address both road safety and traffic law among growing numbers of migrant workers has led Armagh police to develop a driver's handbook for minority ethnic groups. The initiative has also been prompted by a growing number of arrests for motoring offences within these groups. The handbook gives advice on carelessness, drink/drug driving, speeding and seatbelts. It also outlines the legal obligations in relation to road traffic collisions, insurance and Vehicle Test Certificates. The booklet is being translated into a number of

languages including Portuguese, Lithuanian, Latvian, Polish, Russian and Romanian.

Omagh

Burglaries in the Omagh area have been reduced by more than half - 53%. This has been achieved through focussed attention and regular bail checks on a small number of persistent offenders. The DCU also has one of the highest clearance rates in Northern Ireland. In addition, police have introduced Operation Nitelife designed to combat violent crime and criminal damage in the centre of Omagh at weekends. The strength of the operation is the close partnership between police, the business community, pub and club owners, door staff, Omagh Safer Streets organisation and the community in general.

Foyle

Hate crime attacks on members of the gay and lesbian community in the Derry City Council area were the target of an inter-agency protocol initiated by police. Their partners included the Rainbow Project, the Housing Executive, the Western Health and Social Services Board, Victim Support NI, Foyle Women's Aid and Derry City Centre Initiative. In addition to focussing on homophobic attacks, the protocol addresses the fear of attack, suicide, self-harm and domestic violence between same gender couples.

Down

'Chill Out, Don't Pass Out' was the theme of a highly successful partnership project to tackle crime in Newcastle town centre during the holiday months of July and August. Research had shown that 25% of all crime in the town occurred through those months. The major increases were in violent crime, vehicle crime, criminal damage and theft. Much of the crime was alcohol fuelled. The project team drew members from the police, Down District Council's community safety department and enforcement office as well as the licensed trade. Beer mats and posters urged people to drink sensibly and spelt out some of the consequences



if they did not. As a result violent crime went down by 53% and vehicle crime by 10%. Overall crime reduced by 26%. A total of 37 people were reported for prosecution for drinking in an alcohol free zone and there were 112 seizures of drink.

Banbridge

Some 94 per cent of schools in Banbridge district have signed up to the Police Service's Citizen And Safety Education (CASE) programme. Five community beat officers visit schools and provide a four-week programme designed to keep young people out of trouble and safe. Beat officers are now familiar to local young people and barriers have been broken down. A concern about solvent abuse has led to a partnership with the charity Re-Solve to deliver a package to Key Stage 3 pupils.

Coleraine

Operation Clubwatch, which targeted police resources on problems arising around licensed premises in the 'Triangle' area, has reduced the number of assaults by 15%. The initiative was launched when police identified a problem of criminal damage, assaults and drugs misuse. Local police were joined by officers from the specialist Rural Region Operational Command Unit to educate, prevent and enforce. A high profile local media campaign involving the Borough Council, the District Policing Partnership and Safer Coleraine Limited garnered community support. High visibility police patrolled identified hotspots. Two vehicles were also fitted with CCTV capability to complement the town centre CCTV unit to actively identify and prosecute offenders.

Strabane

Domestic burglary dropped by 60 per cent in the peak summer months of July and August thanks to a major initiative to raise awareness amongst the local community. In addition, there was a huge increase in members of the public informing police when they would be on holiday. None of the houses were burgled. The initiative was put in place following an analysis of figures for the previous year. Householders were informed of the risks to their property in their absence. There was publicity in local newspapers. Information leaflets were distributed in a number of locations such as libraries and travel agencies advising on preventative measures.

Ballymoney

The Causeway VIP project - a joint initiative between police, the Borough Council and the Dream Scheme - focused on older and vulnerable people. It particularly brought together young and older people in the Carnary and Cloghills areas.

Police believe initiatives such as this have contributed to the low crime rate that the district enjoys. A beer mat campaign in local pubs and restaurants raises awareness about domestic violence. This led to an increase in reports of such incidents.

Lisburn

For the first time in Northern Ireland,



Assistant Chief Constable Urban, Duncan McCausland, with horses Realt Ban and Macha and Constables Rachel Thompson and Nicky Simpson.

Police horses joined the pre-Christmas City Centre patrols in Lisburn last year to help tackle city centre crime.

The mounted patrol, supporting the provision of high visibility policing alongside their colleagues on bikes, in cars and on foot, ensured that Lisburn was a safer place to shop over the Christmas period.

The introduction of fully trained police horses on the streets of Lisburn was part of a pilot scheme to test the viability of introducing mounted patrols.

Lisburn has also seen a major decrease in car crime over the past months with the implementation of various initiatives by police including profile patrolling in car crime hotspots, distribution of information leaflets to spread awareness of thefts from vehicles and maximum patrolling by the Auto Crime Team. This proactive approach has led to a 50% decrease in car crime on the same period last year.

Craigavon

Police joined with a number of partner agencies - the Borough Council, Housing Executive, Fire Service, the Departments of Regional Development and Social Development and Royal Mail - to address crime, anti-social behaviour, littering and illegal dumping which had been adding to the underlying urban decay in the area of Legahory Court in the central area of Craigavon. Peace II funding was secured through the Brownlow Breakthrough Initiative for a 'clean-up' to provide assistance and comfort to the remaining residents. In support of this, police engaged in a series of operations to tackle anti-social behaviour generally and to target the illegal drugs trade in the area specifically. A sustained police presence involving both high visibility and covert patrolling resulted in a number of seizures and arrests.

Policing with the Community Awards

Policing with the Community Awards aim to publicly recognise and reward outstanding problem solving policing in partnership with local communities.

The awards, developed by the Police Service in association with the Policing Board, also celebrate the important contribution of staff towards making Northern Ireland a safer place.

This year's winners included Foyle DCU for its Crime at School Initiative and North Belfast DCU which picked up the Diversity Award for their work with the gay and lesbian community.

Community Police Officer of the Year went to Constable Stephen Gibson from South Belfast for his innovative work tackling retail crime and North Belfast's Constable Stephen Burrows was presented with the Lifetime Achievement Award for his work on the frontline for almost 30 years.

Probationer of the Year went to South Belfast's Constable Stuart Harper and analyst Nadine Fee from Carrickfergus picked up the Staff Member of the Year for 2005.

This year, for the first time, members of the public were invited to nominate officers to be entered in the Community Police Officer of the Year category.

Deputy Chief Constable Paul Leighton said: "Policing with the community is our core business. These awards allow us to publicly recognise and reward outstanding examples of local police engaging in partnership with local people.

"Last year we held the first ever awards scheme. It was a major success. Indeed, former Foyle officer Ken Craig, who won the Lifetime Achievement Award, went on to win a national honour in London in November."

Each winner received a £1,000 bursary - £2,000 in the case of the Partnership Award - to be spent on a Policing with the Community initiative in his or her area.

POLICING with the COMMUNITY
Working with your community to make it a safer place

Developments in training

This has been an extremely busy year for the Police College at Garnerville in Belfast with the development of new initiatives. These developments enhance learning opportunities for officers and civilian staff with the ultimate objective of providing an improved policing service for the community.

Head of the College, Acting Chief Superintendent David Nairn, announced in March that the College was entering a partnership with the Police National Leadership Centre at Bramshill in England. This will enable the College to offer the National Senior Leadership Development Programme to senior police officers and staff for the first time.

The programme, delivered at both the Bramshill Centre and in Northern Ireland, is a learning experience recognised at national level. It also provides an ongoing opportunity for continuous personal development and is aligned with the Integrated Competency Framework in preparation for the Police National Assessment Centre (PNAC).

The modular programme is designed to suit managers at various levels and it is planned that post-module course work will lead to accreditation by the Chartered Management Institute and university accreditation.

Counter terrorism from a global

perspective is another aspect of police training receiving attention at the Police College. Specialist Operations Branch Training has developed a strategic leadership course in collaboration with the Scottish Police College and FBI Academy at Quantico entitled 'Leadership in Counter Terrorism'.

After six months in development, the first course commenced at the Scottish Police College in June 2004. The second module took place in Belfast in September, the third at Harvard University and the FBI Academy last December before concluding in Ottawa in April.

Forty delegates from USA, Canada, UK and the Republic of Ireland, who are operating at strategic levels within their respective law enforcement organisations, attended. The group is divided into five syndicates, each directed by a senior law enforcement official.

The course, which will run again this year, has been praised by delegates,



PSNI, FBI, Home Office Directorate on Terrorism, Canadian Law Enforcement, UK policing chiefs and Bramshill training facility.

In addition to this initiative a new model of leadership development was identified to achieve wholesale and lasting change through practical learning - the Leadership Grid programme.

The four-day, intensive workload of learning from the Leadership Grid has been undertaken by more than 500 police and civilian staff. Government officials, community representatives, members of An Garda Síochána, other public sector employees and even members of Centrex Police College attended with Police Service members. The Chief Constable and his senior command team completed the entire programme. A new five year plan has been put in place to train as many police and civilian staff as possible in this set of skills.

Officers from Sussex and Kent Police, who provide accredited training

to other forces UK-wide, recently provided the first Silver Firearms Commanders' Course for 12 PSNI Special Operations Branch (SOB) officers. This course equips officers with the necessary skills for decision-making.

SOB Training and Headquarters Mobile Support Units (HMSU) held a tactical firearms seminar in March. Twelve teams, comprising HMSU, An Garda Síochána, Army, UK police forces and the Belgian police participated in a wide range of classes, tactical scenarios and exercises.

We are currently recruiting and training part-time officers for a new role as Community Police Officers. Officers have been recruited in four District Command Units - Banbridge, Coleraine, Lisburn and Newtownabbey - and some new officers are already active in their respective DCUs. Alongside this, a number of existing part-time officers were also trained in the new role and all Part Time officers will now be retrained.

Our greatest resource

Human Resources Department, led by Director Joe Stewart, has addressed key issues to put the Police Service in line to achieve targets relating to the strength and composition of the workforce.

During the year the Human Resources Planning Strategy 2005-2008 was approved. Its purpose is to support the corporate purpose of 'Making Northern Ireland safer for everyone through progressive, professional policing' through the optimum use of its human resources.

There are two key objectives:

- To ensure that human resources are allocated to deliver the Policing Plan's objectives;
- To improve organisational performance through efficient and effective deployment practices.

Progress with a civilianisation programme is well under way to ensure that the maximum numbers of officers are available for frontline policing and that staff are used to their highest potential. Plans are in place to civilianise a further 300 posts over the next three years.

Overall officer strength of regular officers has this year reached the target of 7,500 laid down in the Patten Report. This has been achieved by reaching a balance between officers leaving the Police Service and the recruitment of 1,733 Student

officers. Plans for the new Police Training College in Cookstown are in progress.

Members of the Police Service could soon be sharing their skills, experience and expertise with policing colleagues in An Garda Síochána. The Chief Constable Hugh Orde and Garda Commissioner Noel Conroy signed two protocols in February to allow personnel exchanges and secondments.

The Police Service and An Garda Síochána were also awarded a £331,445 grant by the Special EU Programmes body Peace II. The money will be used to fund the first joint diversity training/development programme between the two police services.

The diversity programme, entitled "Understanding relationships and community needs," will provide cross-border diversity training for police officers and staff throughout the island of Ireland.

In terms of the composition of the Service, there has been a significant increase in Catholic representation. The percentage of Catholic officers has risen to 17.42% as of 1 April



2005, which represents an increase of 9.14% on the November 2001 figure of 8.28%.

The gender imbalance is diminishing with female officers now making up 18.89% of the workforce - having risen from 12.97% of officers in 2001. A total of 36% of all applicants to the PSNI are women.

Last September the Chief Constable announced that an operational decision had been taken, after a substantial security review that, of the existing 1,487 Full Time Reserve officers, 680 would be retained on the basis of a three year contract to be issued from 1 April 2005. The release of the remaining officers has begun and will continue over an 18 month period from the same date. A managed release process ensures that

the concerns and needs of individual officers can be met whilst minimising impact on levels of service delivery.

The first Part Time officers from the recent recruitment campaign have been attested and are undergoing training within their DCU areas. They will impact on local policing plans, affording further opportunities to prevent and reduce crime and provide a higher profile policing presence.

The Department of Human Resources has devolved attendance management procedures to District Command Unit level, and coupled with a robust approach, has delivered a significant reduction in sickness absence in the Service, equating to a decrease of 10% on days lost to sickness or an average drop of two days per officer across the Service.

Record-breaking charity drive

When it comes to fund-raising, the Police Service pulls out all the stops.



Deputy Chief Constable Paul Leighton hands over the last of a 'Coppers for Kids' collection to Catherine Nuttall, Head of Community Appeals for NSPCC.

A cheque for £190,000 was handed to the NSPCC in February - the biggest ever single donation raised in Northern Ireland for the children's charity.

The huge amount was collected during a year of fund-raising effort, after the Police Service adopted the children's charity as its chosen charity of the year.

The NSPCC has a long tradition of working closely with police, both in the investigation of abuse and in its prevention, so police officers and civilian staff from all areas in Northern Ireland joined together to stage various fund-raising events and stunts

in their own time. The cumulative effect was to almost double the pre-set target figure.

The events ranged from abseiling down the Europa Hotel in Belfast to dragon boat racing on the Lagan, from cooking fry-ups to running marathons and from quiz nights to gala balls.

One of the fund-raising schemes was called 'Coppers for Kids', which was a collection of coins in canteens and central points across the Police Service. The idea was to lighten the weight of coppers from pockets and purses on a regular basis and put them to good use.

Gender Action Plan

The Police Service launched its first ever Gender Action Plan last October to address emerging issues and meet the challenge of increasing the numbers of female recruits.

While the number of females joining the Police Service since 2001 has almost doubled, it is imperative that any issues, which may prevent all new and current officers playing a full role in policing Northern Ireland and making best use of their skills and experiences, are addressed.

The Gender Action Plan has been developed to monitor and address emerging issues relating to recruitment, retention and deployment of female officers and staff.

It is also about ensuring that all officers and staff have equal choice and opportunity throughout their service and ensuring that a workforce that represents the community, and reflects its diversity, will maximise the potential of the Police Service and help demonstrate

fairness and respect for all.

Issues identified include under or over representation in certain areas, the type of work undertaken by females, recruitment and training and work/life balance.



Investing for the future

The Service's estate strategy for the period 2005 to 2010, which was unveiled in January, marks a multi-million pound investment in new stations, improved buildings, reduced fortifications and targeted maintenance.

The strategy is part of the Service's continuing drive to use all of its resources - officers, staff, equipment and buildings - in the most effective and efficient way to help make Northern Ireland a safer place for everyone.

It includes plans for new stations in Ballymoney, Cookstown, Craigavon, Downpatrick, Omagh and Musgrave Street in central Belfast.

There is an extensive station improvement and maintenance programme which will help deliver on the Patten requirement that police buildings should be less forbidding, more user-friendly for the general public and more congenial for officers and civilian staff to work in.

£26m
invested building and refurbishing stations.

The strategy also involves a review of the number and viability of the Service's 135 police stations and 56

other police establishments, which include headquarters and training units. This will lead inevitably to recommendations on station closures.

There are 61 stations on the strategy's review list over the next five years. Where closure recommendations are made, local commanders will embark on a process of consultation with their communities on the proposals and on the best way to deliver services locally.

In addition to the major investment plan, amounting to more than £200 million over the next five years in building, maintenance, running costs and security, the main factors which have influenced the development of the strategy include:

- the size of the current estate which is disproportionately bigger than for comparable police services or populations in England and Wales;
- the significant financial pressures facing the Police Service, including an annual budget which will be reducing in real terms in incoming years;
- the cost of staffing, securing and maintaining little-used stations;
- the ability to free up resources



Moirra PSNI Station - setting new standards in design.

both human and financial to be invested in innovative and flexible policing services in consultation with local communities;

- the post-Patten reduction in police numbers;
- the ongoing Review of Public Administration which could see the number of District Council areas cut significantly.

£1.4m
spent 'softening' the appearance of stations.

Implementing Patten

The Police Service has made significant advances in implementing more recommendations from the Patten Report.

Some of these included the implementation of the Human Rights Plan which was published in May 2004, and followed in September, by the Human Rights Programme of Action. Additionally, the PSNI's Code of Ethics became its official conduct regulations in March 2004, allowing the Police Service to undertake discipline proceedings against officers.

With respect to policing public order situations, no plastic baton rounds have been fired in Northern Ireland since September 2002. Although an effective alternative has not yet been found, an increasing number of other devices are available to avoid the use of lethal force. Additionally, six water cannon have been purchased and deployed. Personal CS spray has been issued, although for personal protection rather than for use in public order duties.

The structure of the Police Service was significantly altered with the adoption of the National Intelligence Model and the supporting reorganisation of Crime Operations. Among other things,



Oversight Commissioner Al Hutchinson has welcomed Patten progress.

this reorganisation moved detectives from DCUs to Crime Operations and structural changes are now completed.

A decision on the future of the Full Time Reserve (FTR) was announced in September 2004. A total of 680 officers out of an establishment of 1,487 will be retained for another three years, with the balance of members being phased out over an 18 month period beginning in April 2005.

Finally, co-operation between the Police Service and An Garda Síochána, as well as between the PSNI and other police services, continues. Formal and systematic means of ensuring

cross-border exchanges, international training links and operational co-operation all show progress.

The Oversight Commissioner, Al Hutchinson, who is responsible for overseeing the implementation of the changes in policing, has welcomed our progress.

He said: "The degree of change already accomplished over a relatively short period, from the autumn of 2001 to the autumn of 2004, is both remarkable and unparalleled in the history of democratic policing reform.

"It must be remembered that over this difficult and challenging period, the Police Service of Northern Ireland was still required to provide an effective policing service and had to ensure community safety against a backdrop of security, crime and other concerns."

He said credit was also due to the many young people of Northern Ireland, both Catholic and non-Catholic, who applied to join the Police Service, with over 38,000 applications having been received since 2001.

Legal Services

Legal Services Branch provides legal advice to the Chief Constable, his senior officers and local DCU Commanders to support the delivery of a professional policing service to the community.

The branch has a dedicated human rights adviser who contributes to promoting awareness and understanding of human rights law and advises on policies and procedures to ensure compliance with human rights requirements.

In addition to providing general legal advice, Legal Services will also be directly involved in representing the Chief Constable in all four of the public inquiries as recommended by Judge Cory and will co-operate fully with them.

An administrative support team, responsible for Claim Handling, assists in discharging the Service's liability to those who suffer through any wrongful or negligent acts of police officers and others for whom we are liable. This team aims to provide effective management of all claims in support of its overall aim to improve organisational effectiveness in the Police Service. The efficient handling of claims against the Chief Constable will be further enhanced with the introduction of a new database to assist in meeting demands for timely and accurate analysis. This development, along with an ongoing review of working practices, will allow the team to implement best practice in relation to claims handling.

Legal Services continues to manage the workload associated with the class actions against the Chief Constable in respect of Post-Traumatic Stress Disorder (PTSD) and Working Time Regulations. Two additional temporary staff have been employed, dedicated to PTSD, and the continued support and advice from the legal team is required to ensure the effective management of these key areas.

There were 861 civil actions initiated during the year: 658 cases were disposed of, with damages of £1.3 million agreed or awarded. The bill for legal costs totalled £1.1 million.

A total of 1,419 requests for advice were sought and given by the Legal Team. The implementation of the Freedom of Information Act has increased the volume of advice work.

Finance and Support Services

THE COST OF POLICING

The main Police Grant available for policing for 2004/05 was £931.2m, comprised of £900.5m for revenue and £30.7m for capital. Total cash expenditure during 2004/05 was £931.2m (£900.5m revenue and £30.7m capital) resulting in a surplus of £5.0m (£4.0m revenue and £1.0m capital), in total 0.5% of the available grant. The accompanying pie charts show how the money was spent for both revenue and capital. We are pleased to note the ongoing success of devolved budgets to DCUs and Headquarters Branches, with expenditure being managed within available funding.

Patten Severance expenditure was £26.6m, with 268 police officers leaving the service during 2004/05. This brings the total officers leaving under Severance to 2,138 since the scheme started.

Patten Non-Severance expenditure was £29.8m. This money was used to take forward the implementation of work in the following areas: external recruitment of police and civilian staff; acquisition of new radio system; acquisition of a new police helicopter; improving the appearance of police stations; developments in information technology infrastructure and systems; employment of staff under the civilianisation programme to perform duties previously carried out by police officers; and early work on progressing development of the new Police Training College.

TRANSPORT

Transport Services ensures fleet provision of 2,800 vehicles with 92% or better available daily, policing an area of 5,400 sq miles including 15,286 miles of public road and 303 miles of an international land border. The fleet annually covers some 33

million miles and has a composition of 450 protected land rovers, 500 protected cars, 1,562 softskin cars, 120 motorcycles, 90 trucks/vans, 50 minibuses, 20 boats, six water cannons, three firearm road ranges and one aircraft. The current fleet number in high visibility battenburg livery represents 30% and will increase to 40% during 2005/06. To ensure maximum efficiency, parallel with environmental standards, the fleet will continue to replace petrol with diesel models via national call off contracts over the coming three years.

ESTATES

The current PSNI Estate has 135 stations with an approximate valuation of £400m. During the 2004/05 financial year, new major developments were completed at Steeple Barracks, Magherafelt, Kilkeel and Seapark. Substantial refurbishments were completed at Ballycastle, Antrim Road, Portadown, Strand Road, Armagh and Castlereagh.

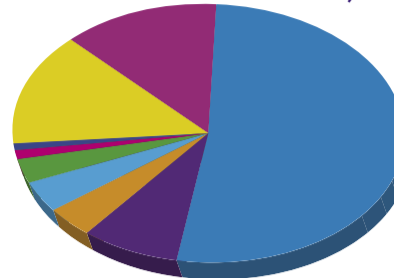
The PSNI reviewed the status of a number of under-utilised stations leading to the closure of Corry Square in Newry, Carrickmore, Castledawson, Cullybackey and Andersonstown in west Belfast. A programme of softening the appearance of existing stations was progressed at 40 locations.

An Estate Strategy covering the period 2004-2010 was prepared and has been submitted to the Northern Ireland Policing Board while an outline planning application has been submitted for the development of a new £100m Police College at Desertcreat, Cookstown.

SUPPLIES

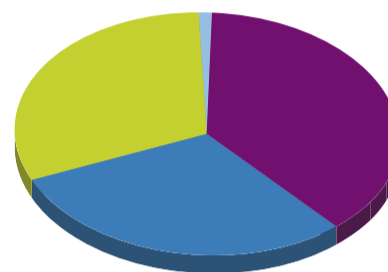
Supplies and Catering achieved an overall stock reduction of £600,000

PSNI NET REVENUE SPEND 2004/05



Category	£m	%
Police Pay	472.5	52
Civilian Pay	72.8	8
Incidentals	39.5	4
Accommodation	33.1	4
Telecoms & IT	24.5	3
Transport	11.2	1
Supplies/Catering	10.6	1
Pensions	122.4	14
Non-Cash	116.9	13
Gross Total	903.5	100
Less Receipts	(3.0)	
Net Revenue	900.5	

PSNI CAPITAL SPEND 2004/05



Category	£m	%
Transport	11.8	38
Accommodation	9.5	30
Telecoms & IT	9.9	31
Supplies/Catering	0.4	1
Gross Total	31.6	100
Less Receipts	(0.9)	
Net Revenue	30.7	

(15%), and with the £3m reduction in 2003/4, freed up floor space that can now be used to develop the new Serious Crime and Murder Archive facilities.

The introduction of the Procurement Card, which permits electronic ordering direct from suppliers for high usage consumable items, has been a resounding success. With cards in use by all DCU Business Managers, annualised spend is running at £600,000.

The introduction of electronic forms and workflows has led to efficiency savings of £100,000 and customer satisfaction of 100% as measured in the Best Value Review.

FINANCE

We are again pleased to record that a clean audit opinion was received from the National Audit Office on the financial statements prepared by the PSNI for the year ended 31 March 2004.

A certified copy of the financial statements for the year ending 31 March 2005 will be included on the PSNI website as an addendum to this report in January 2006, and copies will also be made available at The Stationery Office (TSO).

The new civilian payroll system, utilising the Midland Trent software, was successfully implemented during the year. Significant developments have taken place in driving forward the Government e-finance initiative of moving towards a paperless office.

The contracted out internal audit function is now firmly established, with an audit and risk management committee in place, and two Non Executive Directors appointed.

The change programme under the Finance and Resource Management (FARM) project has now reached a successful conclusion, entailing the implementation of Local Financial Management, Integrated financial planning, and Activity Based Costing.

Maintaining standards

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. As part of this, IIB undertakes proactive investigations to detect criminal breaches and breaches of our Code of Ethics. IIB also conducts discipline hearings as a result of our investigations and also on behalf of the Police Ombudsman.

IIB reports directly to the Deputy Chief Constable, who also chairs the Professional Standards Committee, which acts as a strategic steering committee on professional standards issues. This comprises members of the senior management team along

with representatives from the Office of the Police Ombudsman and staff associations.

Whilst there is a shared responsibility across the organisation for promoting high standards of conduct, IIB takes the lead. Our Code of Ethics, published in 2003, explicitly sets out the high standards expected of our officers. IIB publishes lessons learned and is also involved in the education of student officers and supervisory staff.

Head of Branch IIB has responsibility for the administration of the Notifiable Memberships scheme. Introduced following a Patten recommendation, the scheme is designed to record membership

by police officers of organisations, which may be regarded as affecting an officer's ability to discharge their duties impartially. After a legal challenge, a new process of registration has commenced and IIB will be in a position to publish statistical information later in the year.

Statistics for 2004/05

- During the year 39 officers were charged with disciplinary / misconduct offences, six of which involved criminal conduct.
- Of the 39 officers charged, nine cases arose from complaints by members of the public.
- The outcomes of the disciplinary

hearings included five officers being dismissed from the Service or being required to resign, two officers being reduced in rank, and 20 officers being fined or reduced in pay. A further six cases are pending as a result of adjournment or judicial review.

- The Police Ombudsman can refer certain complaints made by the public as suitable for Informal Resolution. IIB administers the scheme, with the actual resolution being conducted by local officers, usually of Inspector rank. Approximately 70% of cases referred for Informal Resolution by the Ombudsman have resulted in successful resolution.

2004/05 Statistics

The Police Service published its annual statistics for 2004-05 on 23 May and the complete set of results is available in full on our website www.psnl.police.uk What follows on this page 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 2003/04 and 2004/05

	Total offences recorded				Total offences cleared		% Clearance rate		
	2003/04	2004/05	change	% change	2003/04	2004/05	2003/04	2004/05	Change in % pts ¹
Offences against the person (class 1)	28,982	29,339	+357	+1.2	16,508	15,585	57.0	53.1	-3.8
Sexual offences (class 2)	1,780	1,686	-94	-5.3	904	776	50.8	46.0	-4.8
Burglary (class 3)	16,389	13,388	-3,001	-18.3	1,992	1,988	12.2	14.8	+2.7
of which:									
Domestic Burglary	8,944	7,302	-1,642	-18.4	995	981	11.1	13.4	+2.3
Non-Domestic Burglary	7,317	5,965	-1,352	-18.5	882	904	12.1	15.2	+3.1
Robbery (class 4)	1,973	1,487	-486	-24.6	285	248	14.4	16.7	+2.2
Theft (class 5)	35,691	31,097	-4,594	-12.9	5,659	5,401	15.9	17.4	+1.5
of which:									
Vehicle Crime ²	12,875	9,827	-3,048	-23.7	1,195	988	9.3	10.1	+0.8
Fraud and forgery (class 6)	6,273	5,198	-1,075	-17.1	2,030	1,871	32.4	36.0	+3.6
Criminal damage (class 7)	32,402	31,432	-970	-3.0	4,926	4,521	15.2	14.4	-0.8
Offences against the state (class 8)	1,292	1,185	-107	-8.3	538	544	41.6	45.9	+4.3
Other notifiable offences (class 9)	3,171	3,312	+141	+4.4	2,251	2,410	71.0	72.8	+1.8
of which:									
Drug Offences ³	2,589	2,622	+33	+1.3	1,853	1,927	71.6	73.5	+1.9
Violent Crime (classes 1, 2 and 4)	32,735	32,512	-223	-0.7	17,697	16,609	54.1	51.1	-3.0
Grand Total (all classes)	127,953	118,124	-9,829	-7.7	35,093	33,344	27.4	28.2	+0.8

¹ While the clearance rates are rounded to one decimal place, the clearance rate change in % pts is calculated on the unrounded clearance rates and then rounded to one decimal place.

² Vehicle Crime is comprised of theft from a motor vehicle plus theft or unauthorised taking of a motor vehicle.

³ Includes both trafficking and non trafficking offences.

Police and Criminal Evidence (PACE) Order - Persons and Vehicles Searched 2004/05

	Stolen Property		Drugs		Firearms		Offensive Weapon		Going Equipped		Others	
	Searches	Arrests ¹	Searches	Arrests ¹	Searches	Arrests ¹	Searches	Arrests ¹	Searches	Arrests ¹	Searches	Arrests ¹
April	218	10	618	29	225	0	48	12	274	7	271	31
May	213	21	509	19	182	1	72	4	237	10	360	29
June	233	11	477	42	137	1	66	8	257	11	220	32
July	242	15	581	25	227	0	55	12	312	15	425	24
August	224	4	488	23	270	1	66	7	243	5	278	25
September	173	9	496	15	190	1	50	1	221	9	246	13
October	229	18	846	38	34	2	107	8	213	9	817	28
November	243	11	704	43	20	1	82	10	257	3	766	28
December	221	18	526	25	8	0	82	13	208	14	291	20
January	230	18	664	12	10	2	117	7	239	12	1002	42
February	234	18	702	33	20	2	99	6	269	10	674	37
March	215	16	706	29	25	2	77	10	257	7	440	45
TOTAL	2675	169	7317	333	1348	13	921	98	2987	112	5790	354

¹Arrests as a result of search

Intimate Searches: There were no intimate searches carried out during 2004/05.

Extended Detention: During 2004/05 eight persons were detained in police custody for more than 24 hours and released without charge. There were twenty-eight applications to Magistrates' Courts for warrants of further detention, twenty-five of which were granted. Eighteen persons were subsequently charged.

Police and Criminal Evidence (PACE) Order - Detention Statistics 2004/05

	Arrests Under PACE				Requests/Delays			
	Totals	Gender		Arrests For Notifiable Offences	Friend/Relative etc		Solicitor	
		Male	Female		Requests	Delayed on Superintendent's Authority	Requests	Delayed on Superintendent's Authority
Quarter 1 April-June	6466	5618	848	4995	1181	3	2487	0
Quarter 2 July-September	7120	6191	929	5313	1082	0	2663	0
Quarter 3 October-December	7128	6226	902	5081	1053	5	2862	3
Quarter 4 January-March	7034	6147	887	5167	1258	4	2799	1
TOTAL	27748	24182	3566	20556	4574	12	10811	4

Injury Road Traffic Collisions and Casualties 1995/96 - 2004/05

	Number of Injury Collisions	Casualties			Total Casualties
		Killed	Seriously Injured	Slightly Injured	
1995/96	6,690	139	1,543	9,910	11,592
1996/97	7,325	153	1,645	11,237	13,035
1997/98	7,081	143	1,526	10,912	12,581
1998/99	7,460	150	1,462	11,682	13,294
1999/00	7,827	150	1,573	12,170	13,893
2000/01	8,361	163	1,801	12,620	14,584
2001/02	7,133	153	1,638	10,812	12,603
2002/03	6,569	158	1,487	9,901	11,546
2003/04	6,109	142	1,258	9,022	10,422
2004/05	5,240	140	1,128	7,478	8,746

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

Policing the drive to save lives

Northern Ireland's roads are becoming safer.

The number of people killed or seriously injured (KSI) in the year under review is down by 9.4 %.

A total of 140 people died – two less than the previous year.

Casualties were down across all severities of injuries. There were 130 fewer serious injuries, down from 1,258 to 1,128. Slight injuries fell by 1,544 to 7,478. The number of injury collisions was down 869 from 6,109 to 5,240.

However, there is no room for complacency. One death or serious injury is one too many.

The Police Service will continue to work with its partners in other public sector organisations such as the Departments of the Environment and Regional Development, the voluntary and private sectors and victims' groups to address road safety through a combination of education, enforcement and engineering. It will



also seek to encourage all road users to improve their behaviour.

Speed, drink/drugs driving, the wearing of seatbelts and careless and dangerous driving remain the priority focus of road policing.

One of the key themes has been the deployment of police officers on the basis of intelligence-led information – essentially targeting clearly identified priorities.

Police remain committed to robust enforcement.

A total of 4,589 people were detected for drink/drug driving, an increase of 1,325.

There was a significant rise in the number of detections for careless/dangerous driving from 3,095 to 8,046 although since 1 April last year all offences arising out of road traffic collisions and fixed penalty notices for offences such as a breach of a solid white line have now been included.

Speed is a major cause of death, accounting for around one in six. The Northern Ireland Safety Camera Scheme uses a mixture of fixed and mobile safety cameras to target speeding drivers. They are used on roads which have a history of speed, traffic collisions, deaths and serious injuries. Research during the year shows deaths and serious injuries fell by more than a quarter on roads where the cameras are used.

Drink/drug driving remains a big killer. While publicity and education material is concentrated on the Winter and Summer Anti-drink

Driving Campaigns, the Service's robust enforcement policy is applied throughout the year. Officers in District Command Units were supported by Road Policing colleagues and officers from specialist Tactical Support Groups (TSGs) in a series of Viper Operations which targeted a range of driving offences.

Drug driving came under particular scrutiny. Police introduced a new system of roadside Field Impairment Tests where specially trained officers put suspected drug drivers through a series of simple procedures. In the first year of their use, 136 drivers impaired by drugs were detected by police. This is an increase of 54 on the previous year.

Young people aged between 16 and 24 remain the most vulnerable group both in terms of being victims and the cause of road traffic collisions. Encouraging better driving behaviour amongst young people is a police priority.

One of the main educational vehicles is the award winning Roadsafe Roadshow. Supported by AXA Insurance, the Roadshow, which involves police, doctors, paramedics, fire service personnel and victims, was produced at 12 venues across Northern Ireland, reaching more than 5,000 sixth formers.

The Roadshow also formed the basis for a Teaching Resource Pack used by teachers and Road Policing Education Officers at schools and colleges.

In a recent development, the Police



Pictured at last year's highly successful Bikesafe event at the North West 200 motorcycle races - from left - Const Stevie Nugent, Bikesafe co-ordinator; Mr Roy Blythe, Honda UK; Mr Dave Macey, Blackhorse Motorcycle Finance; Ian Lougher, North West 200 competitor; Chief Inspector Douglas Hogg, commander Road Policing Rural Region and Const Bill Holden, Bikesafe co-ordinator .

Service became the first organisation outside the education establishment to link up with e-learning pioneers C2k to pilot an inter-active Internet programme based on the resource pack. This provides students with access to secure websites using broadband. It is hoped that the programme will now be rolled out to schools across the country.

The vulnerability of motorcycle riders was brought into sharp focus by a rise in the number of 17 to 24-year-old riders killed in collisions. Once again, the Police Service's Bikesafe Northern Ireland Scheme, backed by motorcycle giant Honda, Black Horse Motorcycle Finance and

Adelaide Insurance Services, offered assessed rideouts with advanced police motorcyclists. While targeted mainly at major motorcycle racing events, such as the North West 200, the rideouts were also offered to motorcyclists at other venues.

The use of hand held mobile phones while driving was made illegal during the year. In the first 12 months 8,261 fixed penalty notices were issued.

Police believe that more than 20 lives would be saved every year if everyone wore a seatbelt. In a move away from mainly offering warning and advice to the issue of Fixed Penalty Notices, some 22,288 drivers were detected, a rise of 3,830.

Beating burglaries

Combating domestic burglary and the fear of burglary is a key objective within the Police Service.

This year has seen the second consecutive annual reduction in domestic burglary – down 18.4%. Last year's reduction was 11.7%.

Many pioneering initiatives have been undertaken across Northern Ireland to tackle domestic burglary.

In Omagh, a media strategy alerted the public to burglary trends through local newspapers and radio. Police mounted anti-burglary operations and Vehicle Check Points (VCPs) during high-risk periods and conducted proactive bail checks.

Cookstown DCU is tackling the

issue of burglary by implementing snap VCPs, and liaising with building developers about site security.

A media awareness strategy in the Strabane area provided crime prevention advice for people going away on holidays, while in Magherafelt a Nominated Good Neighbour scheme and neighbourhood watch initiative was adopted.

In Castlereagh, subject profiles on known offenders, overt patrols, a dedicated crime clearance team and media strategy were all implemented



in a bid to reduce domestic burglary. In North Down, a significant reduction in the number of domestic burglaries has been attributed to initiatives such as the setting up of a dedicated team to identify criminals through fingerprint and DNA analysis.

Meanwhile, thanks to Operation Clean Up, a multi-agency initiative to remove untaxed and 'runabout'

vehicles in Urban Region, there has been a notable decrease in the number of creeper burglaries, where premises are entered for the acquisition of keys to enable the theft of a vehicle. Following a three-monthly review of the operation from December 2004 – February 2005, there were 17 fewer creeper burglaries when compared to the previous

quarter and 42 fewer than over the same period the previous year.

The Smartwater property marking system, which is designed to provide police with evidence of either a suspect's involvement in a particular crime or the ownership of recovered stolen property, is also being used by a number of DCUs in the drive to reduce domestic burglaries.

The reduction in the number of incidents is being met through high visibility policing in target areas, information campaigns aimed at vulnerable groups and by building partnerships with key agencies.

The combination of intelligence-led policing, positive, effective police action and working together with others has facilitated a unified approach to tackling this problem.

Access for all

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 2004-2005 can be made available in accessible formats on request. To request a summary in an alternative format (including Braille, large print, audio cassette or in minority ethnic languages for those not fluent in English) please contact: The Section 75 Office, Police Service of Northern Ireland Headquarters, 65 Knock Road, Belfast BT5 6LE or telephone 028 9065 0222 ext. 69770.