

Chief Constable's

ANNUAL REPORT

2006>2007

Your service, your report



Making Northern Ireland Safer For Everyone Through Professional, Progressive Policing

BUILDING

SAFER

COMMUNITIES



Every day in policing is different. Each brings its own challenges and opportunities while many have their rewards and some their difficulties.

This report is an opportunity to reflect on how we as a professional and effective Police Service work through all of those challenges, opportunities, rewards and difficulties to build a safer community for everyone.

The year under review in this report will stand out long into the future as a particularly significant one, not just for the Police Service but also for the people it serves. Policing once again found itself at the centre of major change and the focus of much community and political debate.

For the first time, all of our major political parties declared support for policing and the criminal justice system. I have always said that policing is a public service, which every member of the public should feel free to access without fear or other obstacles. I am proud of the work and commitment of my officers and staff who have helped create the conditions which made this year's progress possible.

Once again, this annual report is being sent to every single household in Northern Ireland as part of our ongoing engagement with people and our commitment to openness and transparency. It seeks to give you a broad picture of what police are doing on your behalf, and why.

Delivering improvements people can see

Overall crime continues to fall and is down by almost two per cent. This puts the crime rate at a five year low. We achieve results through constantly updating police methods and techniques and through the essential support we receive across the community. The engagement and conversations we are having at all levels are crucial if we are to continue to achieve reductions in the number of burglaries, thefts, fraud, vehicle crime and robbery throughout all areas.

Detectives and civilian specialists attached to Crime Operations fearlessly tackle the serious and organised criminals. Their successes are outlined in the report but one in particular – Northern Ireland's biggest ever seizure of drugs, £18 million worth of cannabis in Newtownards – is worthy of mention here.

Despite these successes, some people still have a very real fear of crime. Police on the ground are tackling that through initiatives such as the growing number of neighbourhood watch schemes and crime prevention advice.

We continue to try to make our roads safer. Six fewer people died last year. But we are far from complacent. Road safety is a major policing priority and I remain very concerned about the numbers killed and seriously injured on our roads. As a Police Service we cannot dismiss the importance of both education and

engineering, which sit alongside enforcement. We will continue to target the drink/drugs driver, the speeder, those who do not wear seatbelts and those who drive without care through education and enforcement.

The past is an ever-present element of policing here. It is important that we deal with it effectively and sensitively if we are to achieve a better future. We will do our part while others need to explore the need for a wider and more comprehensive approach to dealing with this complicated and difficult territory.

In order to meet our commitment to the public enquiries established by Government, we set up Crime Support Department headed by a new Assistant Chief Constable. This Department will be the interface between the Service and the Rosemary Nelson, Billy Wright and Robert Hamill inquiries. It will also be responsible for re-examining unsolved murders committed between April 1998 and the establishment of Crime Operations Department in March 2004. The Historical Enquiries Team (HET) continues to re-examine all deaths attributable to the security situation between 1969 and 1998.

As a Service, we work closely with the office of the Police Ombudsman. During the year

she published a report into the Raymond McCord Junior murder case and we accepted all of the report's recommendations, many of which had already been implemented.

The year under review saw planning for major structural change in the Service which went 'live' on 1st April 2007. Eight new District Command Units were set up to replace the existing 29 districts. The aim is to deliver improvements to policing that people can see on the ground. The new structure gives us more capability and enhances effectiveness and efficient resource use. The new commanders are committed to constantly improving delivery at the front line and engaging at the local level where it matters.

We still face challenges in the time ahead. Like other public bodies, the future raises the prospect of reduced budget and the requirement to do more with less. We believe that we are up to the task.

By working with local communities to identify local issues and, most importantly, local solutions we can and will continue to deliver a safer Northern Ireland.

Hugh Orde
Sir Hugh Orde
Chief Constable

IN THE SPOTLIGHT



Cameras focus on the launch of the Winter Anti-drink Drive Campaign. An actor plays the 'drink driver'.

Policing was at the heart of significant political, community and social developments during the year. As a result, media focus was intense at local, national and international levels.

The Department of Media and Public Relations is the prism through which that interest is reflected both internally and externally. Headed by Director Sinéad McSweeney, the Department exists to support policing in its many facets through three branches – News, Public Relations and Public Affairs.

While significant effort was directed into explaining the major issues of development and change facing the Service, equal effort was devoted to supporting front line policing through engagement with local and national media and key stakeholders.

NEWS

More than 16,000 calls were received from media outlets over the past twelve months. Some 1,600 interview facilities were arranged for officers at all ranks – from Constable to Chief Constable – and the branch dealt with local media and media organisations throughout the world including Time Magazine, USA Today, Canadian Broadcasting Network as well as journalists from French, German, Swiss and Japanese media outlets.

The story of policing in Northern Ireland continued to be one that made the headlines right across the globe. Officers have carried out interviews explaining the role of the Police Service of Northern Ireland and demonstrating often first hand through 'ride-alongs' for journalists the proactive work they do to make Northern Ireland safer for all.

Over the past twelve months the Department also issued thousands of appeals for information through the media. These have made a real difference in terms of solving crimes here and in reassuring the public.

Community Notification Orders were released using the media regarding three sex offenders who had failed to comply with their obligations. Within a short period of having released these details to the media, information was received quickly which allowed police to pinpoint the location of the offenders.

PUBLIC RELATIONS

2006 saw the development of a new dedicated Public Relations branch within the Department. Staffed by public relations professionals, the team works in partnership with police officers and staff to develop

communication strategies that support the work of the Service.

Communications strategies have been developed to support major projects, which include the CORE project, which is the Service's response to the Review of Public Administration, through to the recent year-long knife crime campaign which saw the introduction of a number of knife amnesties across Northern Ireland.

The Public Relations team also managed the role of the Police Service in the recent Policing the Future event, an international policing conference hosted by the Police Service and the Northern Ireland Policing Board. With speakers such as Bill Bratton, Chief of Police for Los Angeles and Sir Ian Blair, Commissioner for the Metropolitan Police, the conference attracted a wide range of delegates and saw policing and community representatives share their experiences and debate the future of policing across a number of areas.

Targeting thieves at Christmas, the team further developed a successful seasonal campaign to alert the public to keep their property and presents safe. This campaign ran across Northern Ireland with specially designed messages for poster sites, adshells and shopping centres.

The Public Relations team also managed the 2006 Policing with the Community Awards. One of the highlights of the policing calendar, the ceremony rewards officers and staff for going that extra mile and is attended by over 300 guests.

With responsibility for corporate internal communications, 2006 saw the development of a new communications tool designed to reach all employees of the Police Service. *CallSign Online*, a fortnightly online newsletter, brings the latest news directly to officers and staff. It complements the staff magazine, *CallSign*, which keeps staff informed of events and shares best practice.

PUBLIC AFFAIRS

The societal changes which have impacted on the structure and development of policing has made it all the more important for the Service to engage with individuals of influence and stakeholders in the community. The Public Affairs branch has played a key role in monitoring, assessing and reporting on such developments – keeping the organisation informed of the constantly changing environment in which it operates.

The Public Affairs branch has also worked to facilitate effective communication between the Service and its many stakeholders.



KEEPING THE LOCAL TOUCH

The face of front line policing changed during the year. Eight new District Command Units were set up to go 'live' from 1st April 2007. They replaced the existing 29 which mirrored the District Council areas and Belfast.

The aim is to deliver measurable benefits and improvements to policing that people can see on the ground. It is about policing with the community. And, although police still operate in a challenging environment, the Service is looking forward to a future of effectiveness, optimism and inclusiveness.

The creation of the eight Districts, commanded by Chief Superintendents, has been a significant change. It was, however, a change which had to happen.

There were a number of drivers behind it. And on this occasion the Police Service was not alone in facing an intensive change process. The government's Review of Public Administration (RPA) has produced the biggest shake-up in public services here since 1973. It is affecting District Councils, health and social services and education.

Other influencing factors included:

- a responsibility, as a publicly funded service, to make the best use of all of the resources available to us – money, technology, equipment, buildings and people;
- a duty to provide value for money and
- a reducing police budget.

The Service, through the Chief Constable and the new District Commanders, has given an assurance that whatever organisational changes have been put in place, the one thing which will remain resolutely unchanged is the commitment of commanders and officers to provide people with the best possible policing service.

The overarching objective remains to make Northern Ireland a safer place. Police will continue to do that by working in partnership with local people.

The creation of eight new District Command Units was something that was needed. The Review of Public Administration probably hastened the inevitable. The 29 DCU structure was expensive, inflexible and did not allow the most effective use of resources. It was not always capable of delivering the right officers in the right place at the right time.

The new structure will provide a flexibility and economies of scale which will enable all police to improve services generally. Any efficiency savings will be directed to the front end and not the 'back office.'

A change that had to happen

One of the successes of policing in recent years has been 'the local touch.' That is where local communities engage with local police to find local solutions to

local problems. The Service is determined that local touch will remain and provide a sound foundation on which to build policing with the community.

The District commanders, and their Area commanders – those officers who will in the main will look after the old Council-based districts – represent the future of local policing supported by their colleagues in specialist departments. They will lead the change process developing, shaping and engaging with communities and their representatives in order to deliver professional and progressive policing.

The future of district policing is about improving services. It is about becoming more effective and inclusive. It is about building confidence. It is about building on local strengths. It is about working together to make communities safer.

THE NEW DISTRICTS



- A District:** North Belfast, West Belfast
- B District:** South Belfast, East Belfast
- C District:** North Down, Ards, Castlereagh, Down
- D District:** Lisburn, Antrim, Newtownabbey, Carrickfergus
- E District:** Craigavon, Banbridge, Armagh, Newry and Mourne
- F District:** Fermanagh, Omagh, Cookstown, Dungannon and South Tyrone
- G District:** Foyle, Limavady, Strabane, Magherafelt
- H District:** Coleraine, Ballymoney, Ballymena, Moyle, Larne

YOUR NEW COMMANDERS

Chief Superintendent Gary White 'A' District Commander



Chief Superintendent Gary White is the Commander in charge of 'A' District Command Unit, comprising of North and West Belfast areas. Chief

Superintendent White has over 25 years policing experience. He has spent the majority of his policing career within North Belfast, having served in Tennent Street, North Queen Street, York Road and more recently Antrim Road. He has been the District Commander since January 2005, following a period as Operations Manager.

Chief Superintendent George Hamilton 'B' District Commander



Chief Superintendent George Hamilton is the District Commander for 'B' District comprising South and East Belfast areas. Chief Superintendent

Hamilton has 22 years service and prior to taking up his present post he was Acting Head of Serious Crime Branch within Crime Operations Department. He has previous service as Senior Investigating Officer in a Major Investigation Team and as Crime Manager in East Belfast. Chief Superintendent Hamilton has also worked in uniform posts in Lisburn, Fermanagh and South Belfast.

Chief Superintendent Graham Shields 'C' District Commander



Chief Superintendent Graham Shields is the Commander of 'C' District comprising Ards, Castlereagh, North

Down and Down. He joined the Police Service 27 years ago and has served in a range of operational posts across Northern Ireland including, Newtownards, Kilkeel, Shantallow. As Chief Inspector he performed the role of Operations Manager at Grosvenor Road, Deputy Sub-Divisional Commander in West Belfast and Staff Officer to ACC Belfast. Promoted to Superintendent, he became Operations Manager for Strandtown before moving to his most recent role as Commander of North Down.

Chief Superintendent Henry Irvine 'D' District Commander



Chief Superintendent Henry Irvine is the Commander of 'D' District comprising Carrickfergus, Antrim, Lisburn and Newtownabbey areas.

He joined the Police Service 34 years ago and has served in a range of operational posts across Northern Ireland and at Headquarters. He was promoted to the rank of Chief Superintendent in 2001 and has been Commander in East Belfast.

Chief Superintendent Alan Todd 'E' District Commander



Chief Superintendent Alan Todd is the Commander of 'E' District comprising of Armagh, Banbridge, Craigavon, Newry and Mourne areas. He joined

the Police Service in 1991 and has served in Urban and Rural Regions and Crime Department as a Senior Investigating Officer. More recently he was Operations Manager for Newry and Mourne before taking over as the commander in Craigavon.

Chief Superintendent Michael Skuce 'F' District Commander



Chief Superintendent Michael Skuce is the Commander of 'F' District, comprising of Cookstown, Dungannon and South

Tyrone, Fermanagh and Omagh areas. A police officer for nearly 26 years, he has served in a number of areas including Cookstown, Dungannon and Fermanagh. He was promoted to the rank of Superintendent and transferred to Omagh in 2002 as operations manager before taking over as District Commander of Omagh in January 2003.

Chief Superintendent Richard Russell 'G' District Commander



Chief Superintendent Richard Russell is the Commander of 'G' District which incorporates Foyle, Limavady, Magherafelt and Strabane areas. He

has 26 years' service spent in various stations and departments including Strabane, West Belfast, Newry, Crossmaglen, Waterside, Crime Branch, Community Affairs and Change Management. Prior to his latest appointment, he was District Commander in Coleraine and most recently, District Commander for Foyle.

Chief Superintendent Will Kerr 'H' District Commander



Chief Superintendent Will Kerr is the Commander of 'H' District comprising Larne, Ballymena, Ballymoney, Coleraine and Moyle areas. He

has been a Police Officer for 17 years, and has served in a variety of operational posts across Northern Ireland, but primarily in Belfast over recent years. He has extensive public order experience as a Tactical Support Group Commander in North Belfast, was a senior detective in charge of serious crime and high profile murder enquiries, and has also been the head of operational and specialist training for the Service. Most recently he was District Commander in Newtownabbey.



Headed by Assistant Chief Constable Peter Sheridan, Crime Operations Department is responsible for conducting all investigations into organised crime, serious crime, including murders, and terrorism. Its teams of detectives work with in-house specialists, including police (crime) analysts, to deliver effective investigations and manage intelligence for the protection of the community.

ORGANISED CRIME

One particularly difficult area to combat has been extortion – victims are understandably reluctant to come forward. A telephone helpline was set up in May 2006 for members of the public who are, or may be, the victims of extortion.

Police are providing victims with an initial easy point of contact where advice and assistance are available. Calls to the helpline (028) 909 222 67 were slow to start but an advertising campaign in the construction sector and a pilot mail shot to businesses in Portadown and Craigavon have the potential to increase awareness and the number of calls.

The Drug Squad continued its policy of disrupting the supply of drugs at the top level, making seizures and bringing charges as well as playing an active role in reducing demand through the NI Alcohol and Drugs Strategy. Operational highlights included the largest ever

drugs seizure in Northern Ireland – three and a half tonnes of cannabis worth £18 million in Newtownards in October 2006 – as well as the seizure of £300,000 worth of cocaine on the M2 in March 2007. Charges were brought against a number of individuals in both operations.

Hitting criminals where it hurts – in their pockets – has also been a priority. The Police Service signed an agreement with the Assets Recovery Agency in August 2006 to train 250 financial investigators from across the UK to follow a money trail from individuals with a lifestyle beyond their legitimate means back to its criminal source, at whatever level. Police officers and members of other law enforcement and government agencies in Northern Ireland and Great Britain receive training in how to detect money laundering, carry out detailed financial investigations and work on confiscation processes.

During the year the Economic Crime Bureau made 78 cash seizures totalling £567,184, obtained 26 restraint orders worth £10.4 million and secured 12 confiscation orders amounting to £1.4million.



Det. Supt. Hayden Bell, head of Drug Squad, shows security minister Paul Goggins part of the £18m cannabis haul.

And for the first time in Northern Ireland, six dogs were trained to sniff out cash as part of the offensive against criminals. The dogs were used in planned search operations as well as to patrol airports and harbours. Police can retain a percentage of any confiscated money and this is ploughed back into the fight against crime. During the past year police have worked in partnership with the Serious Organised Crime Agency on a number of investigations including international probes into drug smuggling, people trafficking and counterfeiting.

SERIOUS CRIME

During 2006, Serious Crime Branch investigated 23 murders (down from 25 the previous year) and was able to clear 17 of these cases which resulted in a clearance rate of 73.9%.

The Computer Crime Unit used pioneering software programs and investigative techniques to catch a pornographer in October 2006 when the team carried out investigations into indecent conduct by a suspect who was using instant messaging on a home computer. Examination of the suspect's computer revealed a variety of other offences, including possession, making and distribution of child pornography. These offences were discovered by trawling instant messaging services for evidence and liaison with other UK Police E-Crime units. This individual was found guilty and is awaiting sentence.

Legal history was made in March 2007 in a high profile terrorist related murder investigation carried out by officers from Serious Crime Branch. At the end of the prosecution case during the original trial last year, the judge dismissed the case after a defence application. Police made lawyers aware of new legislation and the prosecution, on taking this advice, appealed the ruling at the Court of Appeal. A new trial took place in 2007 and the accused entered a plea of guilty to manslaughter and was sentenced to eight years' jail.

As part of a commitment to continuous improvement, the Serious Crime Review Team conducts reviews into all unsolved current murder investigations after 28 days. The Service has committed significant dedicated resources to this and the current team is one of the biggest dedicated units in the UK.

Four unsolved murder reviews were completed during the period and a fifth was initiated. In addition, a considerable amount of work was carried out on almost 100 older unsolved cases, a number of which have been passed to detectives for further investigation and, hopefully, successful outcomes.

SCIENTIFIC SUPPORT

The importance of scientific support to crime investigations cannot be overestimated.

The Fingerprint Bureau has introduced a number of new technological advances – the Livescan system has been installed in custody suites, allowing detainees to be positively identified while they are still in detention and the AFIS (Automatic Fingerprint Identification System) is currently being upgraded to give PSNI one of the most advanced systems in the world.

Here are some positive outcomes:

- In February 2007 when a house was burgled and a number of items stolen, fingerprints were recovered and identified within 24 hours and a suspect arrested. As a result the property taken in the burglary was recovered and returned to the householder.
- A Crime Scene Investigator recovered a sample of saliva at a murder scene which identified a suspect who was subsequently charged.
- A CSI recovered a small sample of blood from criminal damage to a motor vehicle which led to 36 crimes being cleared and generated more intelligence which led to seven further arrests and another 46 clearances.

INTELLIGENCE

During the year the Police Ombudsman published a report into the Raymond McCord Junior murder case. The Police Service has accepted the Ombudsman's recommendations.

Significant re-organisation and new systems and processes, which have been put in place over the last five years to deal with this most difficult area of policing, will ensure that the situation described by the Ombudsman could never happen again.

Like any other police service in England, Scotland, Wales or the Republic of Ireland, the Police Service of Northern Ireland cannot operate effectively, it cannot fulfil its primary function to prevent and detect crime, unless it uses intelligence. The use of properly managed sources can offer significant access to the thinking and planning of criminals and criminal organisations.

Intelligence used by police officers has saved lives, resulted in arrests and charges and led to the recovery of drugs, weapons and illegal materials.

Sources are not above the law. Individuals who operate outside their authorisation will be liable to arrest and prosecution in the same way as any other person who breaks the law. This is clearly reflected in Police Service policy and procedures in relation to the use of sources.

PSNI has an absolute commitment that the gathering and use of intelligence must be for

the protection and vindication of the human rights of all. This commitment is underpinned by legislation and substantial regulation, including the European Convention on Human Rights and the Regulation of Investigatory Powers Act 2000.

Responsibility for national security will transfer from the Police Service to MI5 later this year. PSNI Intelligence Branch continues to work closely with the Security Service to enable the transfer to take place smoothly and effectively.

Five principles have been agreed to ensure that there is no diminution of the PSNI's ability to fight crime and that accountability mechanisms remain in place.

ANALYSIS

The innovative work of analysts continues to support front line policing by assisting police teams in identifying policing problems, understanding the possible reasons why these problems occur and providing some solutions.

- In 2006, analytical support in Districts helped provide a more focussed approach towards key problems such as Halloween. Analysts looked at what had happened previously and identified key issues. This enabled many Districts to develop early action plans including media campaigns and partnership work. The impact of this forward planning assisted in a 10% reduction in violent crime over Halloween compared to the previous year and a 3% reduction in overall crime.

- Analysts continue to provide support in tackling persistent and priority offenders – those individuals committing large volumes of crime across Northern Ireland. A new Unit, the Persistent Offenders Linked Crime Analysis (POLinCA) Unit was established to maximise the use of forensic, intelligence and crime information. The successful profiling of key offenders has already helped to arrest and charge serial offenders and to clear up many crimes.

- Significant assistance is provided to 'complex' serious and organised crime cases – working in support of partner agencies of the Organised Crime Task Force (OCTF). Innovative work to focus efforts against key criminal gangs has supported effective police action against drugs, smuggling and money laundering.

SUPPORTING THE FRONT LINE



The Department of Operational Support is led by Assistant Chief Constable Roy Toner

ANPR: DENYING CRIMINALS THE ROADS

Automated Number Plate Recognition (ANPR) systems are used widely by UK police to identify vehicle registration details via mobile or static cameras and to provide alerts on vehicles involved in either serious crime or more minor traffic offences.

Thus ANPR assists the Police Service to improve policing service to the community through crime detection and prevention.

During 2006/07, 75 ANPR mobile units were deployed across Northern Ireland with additional expansion planned for 2007/08. Further strategic plans are being finalised to establish a corporate ANPR service employing both mobile and static cameras during 2007/08.

ANPR services assist police to improve road safety, to increase crime detection, and to effectively deny criminals use of the public roads.

LIVESCAN ELECTRONIC FINGERPRINTING

LIVESCAN provides real-time electronic capture and immediate automated checking of suspects' fingerprints and palm prints during custody detention, replacing heretofore traditional and laborious ink and paper captures.

Rollout of the new service during 2006/07 to all custody suites has enhanced operational policing through real time identification of detainees and early notice of outstanding warrants/warnings against individuals. In excess of 2000 prints per month are currently processed and additional enhancements to Automated Identification capability are planned to continue during 2007/08 to provide PSNI with a world class service.



A suspect's fingerprint is scanned.

VIPER: REPLACING THE 'LINE-UP'

A Video Identification Parade Electronic Recording (VIPER) system was introduced to replace what most people would recognise as the 'identification parade'.

It uses a national database of images, to replace the traditional real people line-up.

A DVD identity parade is produced including the suspect along with members of the public drawn from the database. The Video ID Parade can be viewed by the victim or witness,

at a convenient location such as a police viewing facility, hospital or even in their own homes.

The VIPER system offers more accurate identification of suspects, quicker and more convenient establishment of ID parades, reduction in witness stress, reduction in overall process costs, and a fairer system for both victim and suspect.

The VIPER system is now Northern Ireland-wide, with seven suites situated at Omagh, Strand Road (Londonderry), Coleraine, Lisburn, Musgrave Street (Belfast), Antrim and Newry, all providing enhanced operational efficiency to policing process.



Chief Superintendent Ricky Russell helps to launch the 'Attention Card'.

POLICING THROUGH PARTNERSHIP

In July 2006, Operational Policy and Support Branch began working in partnership with Autism (NI) to pilot a project on the development and use of an 'Attention Card' to assist in situations involving contact between individuals with Autistic Spectrum Disorders (ASDs) and police officers.

Autism is a disability that disrupts the development of social and communication skills. It had become clear that there is little knowledge and understanding of ASDs amongst criminal justice professionals generally, and very little recognition of the range of difficulties that cause particular problems for people with ASD when they come into contact with police, whether as a victim or perpetrator of a crime.

A successful application to the Policing with the Community Fund provided the funding required for the project, and the support of the Northern Ireland Ambulance Service (NIAS) and the Northern Ireland Fire and Rescue Service (NIFRS) ensured that an 'Emergency Services' approach was secured.

The 'Attention Card' is the size of a credit card, and bears the logos of the Police Service of Northern Ireland, Autism (NI), NIFRS and NIAS. It was decided that cardholder details

would be kept on a confidential database administered by Autism (NI), and each card would be individually numbered to avoid misuse. Only young people and adults who have a formal diagnosis of an ASD will be issued with the card. The card displays advice on how to deal with a person with an ASD, plus details of someone to contact in an emergency.

The Branch approached Chief Supt Ricky Russell, the police commander in Foyle, who embraced the initiative, and with the valuable assistance from his officers, the pilot project was officially launched at the Guildhall, in Derry, on 23rd March 2007.

FIREARMS AND EXPLOSIVES

Firearms and Explosives Branch administers a licensing and control function on behalf of the Chief Constable as required by law. There were, at 31 March 2007, some 66,800 Firearm Certificate holders in Northern Ireland who possessed 136,930 firearms for sporting or other legitimate purposes. This represents a significant reduction over the past two years.

The branch also has responsibility for overseeing the safe use of explosives and supervised some 1,600 blasting operations throughout Northern Ireland during 2006, the vast majority of which were at quarries.



Crime Support Department is headed by Assistant Chief Constable Alistair Finlay

PUBLIC INQUIRIES: THE ROLE OF CRIME SUPPORT

Crime Support is a new department which was set up during the year. It is headed by Assistant Chief Constable Alistair Finlay, who was appointed in August from Strathclyde police, where he had 24 years' service.

The Department is the Police Service's main interface with the three public inquiries in Northern Ireland – the Rosemary Nelson, Robert Hamill and Billy Wright inquiries – through its Public Inquiry Branch.

It also provides that interface between the Service and two public inquiries in the Republic. They are the Smithwick inquiry into suggestions that members of An Garda Síochána, or other members of the Irish state, colluded in the murder of RUC officers Chief Superintendent Harry Breen and Superintendent Robert Buchanan in 1989, and the McEntee inquiry which is examining the Dublin and Monaghan bombings of 1974.

A second branch within the Department is known as the Retrospective Murder Review Unit (RMRU). The Department is based at Seapark, on the outskirts of Belfast where works have been carried out to upgrade existing accommodation. The Public Inquiry Branch has three units:

- the Public Inquiry Unit (PIU)
- the Legal Unit
- the Redaction and Intelligence Unit.

The PIU is responsible for meeting the Police Service's legal obligations to provide information and other material to the public inquiries. This involves a substantial undertaking to search for archive material within the organisation. The four-strong Legal Unit is responsible for providing legal support to serving and former officers involved in the inquiries.

The Retrospective Murder Review Unit is responsible for the re-examination of unsolved murders that were committed between the signing of the Good Friday Agreement, on 10th April, 1998 and the setting up of Crime Operations Department 1st March 2004.

ACC Finlay is a native of Scotland. He joined the police in 1982, beginning his service in the south side of Glasgow. He was appointed Chief Superintendent in 2006 and took responsibility for the Force Inspectorate before coming to Northern Ireland.

POLICING WITH THE COMMUNITY



Policing with the community is what we do. It is what we do best. It is delivered through two operational police regions. They are Urban region – which is essentially Belfast and its immediate environs – and Rural region, the rest of Northern Ireland. Assistant Chief Constable Duncan McCausland is responsible for Urban region while Assistant Chief Constable Judith Gillespie is in charge of Rural region. It would be impossible to detail all of the exciting, original and effective policing initiatives that take place throughout a year. Here is a snapshot.



BALLYMENA HEROIN DEALERS DISRUPTED

Operation Surge – an intelligence-led police operation – started a year of activities designed to disrupt the supply of heroin. As a direct result, thirteen people were arrested and charged with supplying drugs.

The issue of drugs in Ballymena District has been the subject of much discussion for a number of years. This year local police have had considerable success in tackling the problem. Building on the success of Operation Surge, police continued to target drug dealers. A further 80 house searches were carried out and as a result of this focussed activity the quantities of heroin, cocaine, Ecstasy and cannabis seized have increased.

LISBURN'S K-JET PROJECT

The K-JET programme came to life when it was discovered, by officers from the North Lisburn Community Policing Team, that some children in a local housing development, who were coming to their attention, also had the common factor of having Attention Deficit / Hyperactive Disorder (AD/HD) diagnosed. AD/HD is a disability which affects the way some children or young people communicate and relate to the world around them. There were no support groups in place in Lisburn so the Community Police set up a scheme, in partnership with Lisburn YMCA, LNCA (Lisburn North Community Association) and NI-ADD (Northern Ireland Attention Deficit Disorder) Support Centre, to divert these children from anti-social behaviour. The evaluations were very positive with a notable reduction (23 per cent) in anti social behaviour within the targeted housing estate. That reduction now stands at 57 per cent.

BALLYMONEY TACKLES YOUTH ISSUES

A police project in Ballymoney in December to involve young people aged between 14 and 23 has seen a significant reduction in offences. The 'Street Intervention' scheme involved police engaging with a group of young people few of whom got involved in traditional youth clubs or sporting activities.

An evaluation of the project showed that in the Castle Street, Seymour Drive and Westgate area of the town between December 06 and February 07 there was a reduction of 29 per cent in criminal damage compared to the previous year.

BRAVERY IN ARMAGH

Three officers received Royal Humane Society awards for bravery shown in rescuing an elderly man from a house in Milford area, of Armagh, after an explosion. They were Sergeant Kenneth Millen and Constables Michael Cunningham and John Connolly. On November 22, the officers responded to a call to a gas explosion. The buildings were in danger of collapse. Other residents said that an elderly man was trapped in the house. Sgt Millen and Constable Cunningham went inside closely followed by Constable Connolly who had only stopped to get the first aid kit. Gas still appeared to be leaking. The officers located the man in a bedroom and carried him to safety.

HALLOWE'EN SPECIAL IN CRAIGAVON

Anti-social behaviour and increased crime in Craigavon around the Halloween period was targeted through a partnership approach between police, the local Community Safety Partnership, schools and the local press.

Secondary school students were invited to an event where they heard from police officers, the Royal Society for the Prevention of Accidents and a consultant from the Accident and Emergency department at Craigavon Area Hospital.

Proactive mobile and beat patrols by police identified hotspots and a mobile police station was used during a Council-organised fireworks display. Officers seized illegal fireworks. Both reported crime and injuries reduced.

EDUCATION IN EAST BELFAST

Community tension was reduced in a number of areas of East Belfast through a series of education and awareness days strongly supported by police community safety and youth diversion officers.

The initiative arose out of what seemed to be

an initial problem of 'youths causing annoyance.' However, research showed that in addition there was an intolerance of young people by some elderly people; potential race hate crimes against recently arrived foreign national workers and a wish by those workers to be understood by the existing community.

VIOLENT CRIME DOWN IN DOWN

Violent crime fell by 18 per cent in Newcastle during July and August following a community based campaign to tackle drink related issues. Criminal damage fell by five per cent.

While the initiative concentrated on the Newcastle area, it also operated across Down District. It was in response to the significant increase in the population during the holiday period and involved police, the District Council and its enforcement officers and the drinks trade. A poster campaign in bars and off-licences was backed by high visibility police targeting of hot spot times and locations. Community officers also used bicycle patrolling to raise the campaign profile.

DRUG DEALERS THWARTED IN LIMAVADY

A major focus of police in Limavady was a continued effort to thwart people responsible for illegal drugs and the trade in counterfeit and contraband goods.

These are issues which were identified as concern to local people through the District Policing Partnership. A number of searches were carried out between September and November which resulted cannabis, Ecstasy tablets and a substantial haul of cocaine, worth £140,000, being seized.

Police believe that a main drug network in the district was disrupted through a major operation in March during which twelve houses were searched and a number of arrests made.

PROACTIVE IN FOYLE

Police in Foyle had a successful year, launching a number of proactive protocols and strategies. These included a protocol to tackle racist crime. Police and partner agencies are at an advanced stage in setting up a multi-cultural forum. A strategy for children and young people was also developed after considerable research carried out by Derry District Policing Partnership and the University of Ulster. An advisory group consisting of 26 young people has been set up as one of four pilot schemes in Northern Ireland.

The District's inter-agency domestic violence policy goes from strength to strength and was recommended as a template of good practice in a report on human rights commissioned by the Policing Board. Foyle has achieved a 29% reduction in domestic violence crimes with 200 fewer reported incidents on the same period last year.

ASBO OFFICER IN NEWTOWNABBEY

Newtownabbey has its own Anti-Social Behaviour panel which meets regularly to

plan how the problem is tackled. A specially dedicated police officer oversees all applications to the courts in relation to Anti-Social Behaviour Orders (ASBOs).

The officer also provides a single point of contact for all other partners involved. The ASB panel includes the police along with representatives from the Housing Executive and Newtownabbey Borough Council.

YOUNG DRIVERS IN MOYLE

Three special 'cruise' events for young drivers played a key role in the drive to tackle anti-social motoring in Moyle District.

The events were organised by local police in conjunction with specialist Road Policing officers and Ballymena and Moyle District Policing Partnerships. The cruise events were held in local car parks late in the evening when reports were being received about anti-social motoring. It enabled officers to deliver some very hard-hitting road safety messages.

ON THE BUSES IN MAGHERAFELT



Policing with the community was taken direct to the people of Magherafelt district... on the back of a bus. A series of bus posters used widely across the area was part of a general campaign to raise awareness of the services provided by community beat team officers. It tied in details of the local Community Safety Partnership's 'Safer Magherafelt' website. This had been significantly re-branded to inform local people that community safety is a leading priority for the police, the Partnership and the local council.

BREAKING BARRIERS IN COOKSTOWN

Police in Cookstown faced up to the challenge of an influx of families from across the European Union and beyond with, amongst other initiatives, the production of an information leaflet in a number of languages. The leaflet highlighted four main areas: road safety, child protection, domestic violence and noise pollution. In addition to an English version for the indigenous resident population, the leaflet was translated into the main language groups of incoming workers – Latvian, Lithuanian, Polish, Portuguese, Russian and Slovakian.

ON THE WALLS IN WEST BELFAST

Police within West Belfast wished to identify a method of communicating some simplistic crime prevention messages to the local community.

In an area where it has been historically difficult to engage with some elements within the community, it was decided to utilise the large perimeter walls of Grosvenor Road, New Barnsley and Woodbourne police stations to display high profile and visible banners carrying community safety messages. The Crime Prevention messages chosen were very specific to the District and had three themes: vehicle crime, burglary and drug dealing.



PEOPLE: OUR IMPORTANT RESOURCE



Director of Human Resources Joe Stewart

ANNUAL PERFORMANCE REVIEW

The revised APR system for police officers came into effect on 2nd April 2007.

The APR project team has worked collaboratively with the Police College to develop a training solution to meet the needs of the 7,500 officers to whom the revised policy applies in a timely and appropriate fashion. The prospect of extracting officers for training on such a large scale within the given timescales was immense. A blended-learning approach was introduced to meet the training demand.

Training support for officers will be provided through a number of streams including e-learning modules available on the APR and Police College website. This e-learning initiative, which is the first of its type in the Service, moves training from the classroom to the anytime... anywhere. Its flexibility addresses the needs of a 24/7 policing organisation by allowing individual officers choice and freedom over where and when within the workplace they complete the training modules. Officers can learn according to their schedule, not the schedule of the training department.

FIT FOR ROLE...

FIT FOR LIFE

Working to improve the health and well being of police and staff, Occupational Health and Welfare (OHW) has continued to develop initiatives and programmes to manage the impact of health issues on the delivery of front line policing.

The health screening programme known as "Health Patrol" has continued to deliver lifestyle advice in local stations. The work of which has been greatly enhanced with the

sponsorship of a new mobile clinic vehicle by the Police Federation. The programme has been extended to include regular health surveillance for specialist groups focussed on maintaining fitness for role. This is supported by rehabilitation programmes to assist officers and staff recover after illness or injury using specialist advice and personalised interventions.

The physiotherapy scheme provided treatment to over one thousand officers and staff suffering from musculoskeletal problems speeding their return to work or in some cases preventing the need for sick leave.

OHW is looking at ways to deliver their

services within each of the new districts to encourage collaborative work on improving attendance through enhanced case management approaches. Counselling and other support interventions have continued to be reviewed. The in-house employee assistance programme for face-to-face counselling is now supported by an out of hour's telephone counselling service.

The range of services provided continues to be reviewed to support the drive to have more officers available and fit for front line police duties by empowering officers and staff to maintain their health and fitness throughout their career.

LINKING WITH DISTRICT POLICING PARTNERSHIPS

A two day pilot session for the new Police Management Scenario (PMS) training programme for District Policing Partnership Members and their local police command teams was held in the Service's Simulated Learning 'Hydra Minerva' Suite in Antrim.

The first course involved twelve members from Craigavon District Policing Partnership working in teams alongside local their local police managers, led by their new District Commander, Chief Superintendent Alan Todd. This complied with recommendation 148 of the Patten Report which required opening up of police training to external groups.

The course focused closely on the key issues

identified in separate Training Needs Analyses conducted on behalf of the Policing Board and aimed to:

1. Enable DPP members / community representatives to gain an appreciation of the complexities of police management and decision making.
2. Enable police officers to engage more openly with community representatives in relation to policing issues.
3. Allow both parties to experience real life 'Collaborative Problem Solving' in relation to live issues from their own areas in real time.

The format of the course involved delegates working 'in role' as police managers allocating resources and managing responses for an evening / night shift within a fictional town.

By using the 'Immersive Learning' facilities at Steeple, participants had the opportunity to engage with each other's roles and justify decisions made during subsequent plenary discussion sessions.

GOLD STANDARD IN I.T. TRAINING

The Information and Communication Technology Training Unit (ICTTU) was successful for the fourth year in achieving 'Gold' status in the IT industry standard for training.

This is awarded by the Institute of Information and Technology Training (IITT) which promotes the industry standard for IT training within the United Kingdom. ICTTU at Garnerville, Gough and Maydown are also among the UK leaders in adopting the innovative 'TAP' methodology in training delivery.

Over 50% of the UK's police services use TAP methodology. Nine of the top ten law firms use TAP and ICTTU are one of only twenty organisations who are allowed to use and promote on their literature, the 'Queens Award' emblem.

EQUALITY AND DIVERSITY

The past year has been exceptionally busy and productive in the area of equality and diversity within Service.

Four Equality Impact Assessments have been carried out in the past twelve months. These focussed on the areas of Youth Diversion, Protection of Children and Vulnerable Adults, Recruitment and the Promotions processes within the Service.

These can be viewed on the Police Service website www.psnl.police.uk.

There has been considerable policy development with a new equal opportunities policy, grievance policy and bullying/harassment policy. These have been supplemented by an innovative approach to training using the mediation services of the Labour Relations Agency.

Important work continues around the issues of managing pregnant workers and childcare. Significant funding was secured from the Northern Ireland Office to appoint a dedicated Childcare Coordinator for the next three years. This person will manage, co-ordinate and promote not only a Childcare Voucher Scheme within Police Service but employee access to local day-care and after school care services throughout Northern Ireland.

As part of the police contribution to Anti-Racism in the Workplace Week, in November, the Service hosted a conference entitled 'Dealing with Racism in Northern Ireland' which considered recent reports from the Institute for Conflict Research and the Northern Ireland Council for Ethnic Minorities.

A draft Disability Action Plan 2007-2010 has been published. It seeks to promote positive attitudes of people with disabilities and also to encourage their greater participation in public life.

A number of diversity training packages (role plays, e-learning etc) have been designed and there has been a fundamental redesign of diversity training for recruits. It uses community experts to come into the training environment and deliver training on sectarianism, lesbian, gay, bi-sexual and trans-gender issues and race matters.

In addition to specific diversity training, almost 6,000 police officers and staff have received equal opportunities training during 2006.

During 2006, the EMPA (Ethnic Minority Police Association), GPA (Gay Police Association) have hosted events and a fledging Police Service 'Women's Network' was commenced at a meeting of the Association of Women Chief Officers hosted in Belfast City Hall, in November, 2006.



DELIVERING ON SAFETY



Criminal Justice Department is headed by Assistant Chief Constable Drew Harris

CITIZEN AND SAFETY EDUCATION (CASE) PROGRAMME

The Education Adviser in Community Safety Branch (CSB) arranged for staff from Child Exploitation and Online Protection (CEOP) to train over 60 schools liaison officers in the Schools Internet Safety package 'Think U Know'. The training was extremely successful and has led to this programme now being delivered in schools across Northern Ireland as well as to teachers and other external groups.

Between January-March 2007, all those officers delivering the CASE Programme in schools received accredited Child Protection Training facilitated by staff from Children In Northern Ireland (a regional organisation for the Children's sector in Northern Ireland).

POLICE COMMUNITY SUPPORT OFFICERS

The Police Service and the Policing Board, and backed by the Northern Ireland Office plans to recruit 400 Police Community Support Officers (PCSOs). These are uniformed civilian staff who will work in support of frontline police officers.

The Chief Constable and the Policing Board have agreed that the primary role of a PCSO should be that of patrolling local areas, engaging with all sections of the community to solve problems and address issues that really matter to people living in the area. The introduction of PCSOs in Northern Ireland is an essential element to the commitment of the Police Service to deliver policing with the community. This exciting new initiative is designed to reduce crime and enhance perceptions of safety within our communities.



Coleraine Inspector Andy Lemon on patrol with Lancashire PCSO Dave Johnson who visited the town.

£4,000 received from investigations went to ChildLine. ACC Drew Harris; Policing Board Chairman Sir Desmond Rea and DCI Alister Wallace present the cheque to ChildLine's Karen Walker.



FORMATION OF YOUTH IAG FORUM

A pilot youth Independent Advisory Group has been established across four districts and will address the views and needs of young people with regard to policing for the period February 2007-March 2008. Groups have been established in the Fermanagh, Down, Moyle and Armagh areas with young people between the ages of 14-18 years participating. It was launched in Cookstown by Deputy Chief Constable Paul Leighton along with Donna Treanor, from BBC Northern Ireland and 'X-Factor' television personality Chico.

HATE INCIDENT PRACTICAL ACTION

Police joined with partner agencies, the Housing Executive and the Community Safety Unit at the Northern Ireland Office in a scheme that provides security equipment and advice to victims of hate crime where the incident occurs at or near their home.

HUMAN RIGHTS: CENTRAL TO MODERN POLICING

The Police Service performance in relation to Human Rights is scrutinised by the Human Rights advisors to the Northern Ireland Policing Board. Assistant Chief Constable Drew Harris is the Human Rights Champion for the Service and is charged with promoting a human rights culture throughout the organisation.

In response to the Policing Board's Human Rights 2006 Annual Report, which contained 45 recommendations for improvement, Criminal Justice Department published a Human Rights Programme of Action. This laid out how each recommendation in the Policing Board's report would be dealt with. It covered policing functions across the Service and received the co-operation of all departments. It has led to developments in initial and in-service training, crime operations and dealing with minority communities.

INDEPENDENT ADVISORY GROUPS

These groups are an important source of advice and guidance to less represented sections of the community. Police have recently initiated an IAG for members of the lesbian, gay, bi-sexual and transgender (LGBT) communities. They organised a drama and discussion event during intercultural and anti-racism week highlighting the difficulties faced by members of the Irish Travelling community in their day-to-day lives. The event also enabled Irish Travellers and Travellers' support organisations to gain an insight into public service delivery.

'IMPACT' OF THE SOHAM MURDERS

The IMPACT Programme was established following the Bichard inquiry into the Soham murders to meet recommendations in Sir Michael Bichard's report concerning the need for IT solutions to improve the management and sharing of information and intelligence by the police service at national and local levels.

The enquiry into the murders of Holly Wells and Jessica Chapman by Ian Huntley highlighted the need for better information sharing at a national level. National problems require national solutions, so as part of Police Service's ongoing commitment to community safety, it has now joined the national scheme.

The IMPACT programme, which is the parent of the IMPACT Nominal Index (INI), radically improves the ability to share information across police service boundaries. It enables an officer in one Service quickly to establish whether any other Service holds information on a person of interest in any of their main operational systems in the areas of crime, custody, intelligence, domestic violence, firearms and child protection.

In 2006, the Police Service was involved in the back recording conversion of records held in the areas of domestic violence and custody. Work has already commenced on the back recording of custody records. The INI at present holds some 52 million records nationally, 1.1 million of which come from PSNI databases. This represents a major advance in the protection of children and vulnerable adults, vetting, and in the investigation of serious crime.

PUBLIC PROTECTION

Officers within Criminal Justice Department have worked closely over the last year with staff from a broad range of Agencies connected to the Criminal Justice System. Initiatives have been developed to improve protection of vulnerable groups and the wider community in general. A further priority has been the focus on volume crime and offender management resulting in the implementation of new procedures to improve detection and enhance public safety.

BAIL

The Police Service had for some time been concerned about the information available regarding defendants released on bail by the courts. A previous arrangement with NI Court Service whereby details of bail granted and varied were faxed to police had only limited success and a number of fundamental difficulties were identified. Working in partnership with the NI Court Service, an electronic solution was developed resulting in the delivery of timely and accurate exchange of bail information on a daily basis. Police computer records now hold comprehensive details of all bail granted, varied and cancelled from the previous days business at Magistrates', Crown and High Courts.

GUIDANCE FOR OFFICERS

One of the challenges facing the Police Service – and particular front line officers – is the increasing volume of new legislation being introduced. This year saw the major revision of legislation governing police powers to stop and search, powers of entry, search and seizure, powers of arrest, detention and questioning and treatment of persons by police. The information on the changes was conveyed to every officer and member of police staff in an easily understood format via email. Guidance was posted on the staff intranet and supplied to the Training Branch for more detailed dissemination.

MANAGING VOLUME CRIME

Officers from Criminal Justice Department sit on a multi-agency working group on reducing delay in the criminal justice system and improving quality of prosecution files. As a consequence of this work, a scheme has been developed whereby first time offenders can be referred to the Public Prosecution Service, a direction made and a Caution or Informed Warning delivered with hours of the admission.

Volume Crime Management has been piloted in three sites all reporting that it improved the quality of investigation (consequently prosecution) files also improved and that the quality of crime data is more accurate and supervision and general management of volume crime has improved.

THE COST OF POLICING



The Department of Finance and Support Services is led by Director David Best

The total available Main Police Grant revenue funding for 2006/07 including non-cash was £749.4m. Total net cash revenue expenditure for 2006/07 including non-cash was £743.3m, resulting in a surplus of £6.1m (0.8%) of the available grant. Actual capital spend was £35.6m against available funding of £36.1m, resulting in a surplus of £0.5m.

The aim is to deliver measurable benefits. The pie charts to the right detail how the money was spent for main police grant revenue and capital. The surpluses of budget over spend, reflect the continued success of devolved budgeting and local empowerment of DCU's and Headquarter departments.

Police Pensions spend was £149.8m, including Injury on Duty Awards of £13.7m. This is abated by employer and employee contributions of £84.8m, resulting in a net position of £65.0m against a cash grant of £66.8m and an under spend of £1.8m for 2006/07.

Patten Voluntary Severance expenditure for the period was £32.2m, which represents 316 officers leaving the service, and a total of 2,757

officers from the commencement of the scheme.

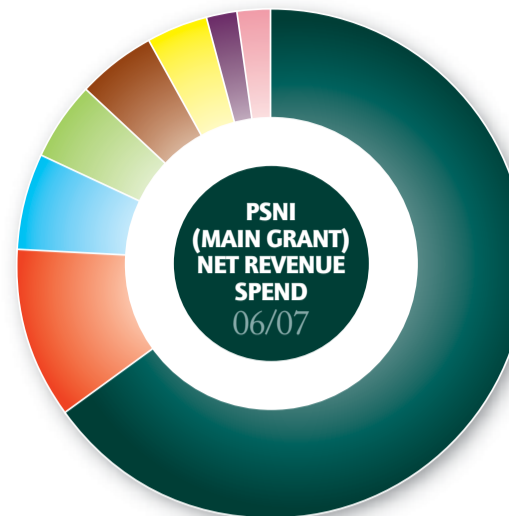
Patten Compulsory Severance (Full Time Reserve) spend was £23.8m, with 205 officers leaving during 2006/07. This represents a total of 494 officers leaving under the scheme from commencement in 2005/06, and leaves 475 on operational contracts as required by the terms of the scheme.

Patten Non Severance spend was £21.3m for 2006/07, against available funding of £22.8m. The funding was used to implement the programme of change agenda primarily in the following areas – external recruitment of police and civilian staff and employment of staff under the civilianisation strategy, releasing police officers back to frontline service delivery, improving the appearance of police stations; and implementing the information technology strategy.

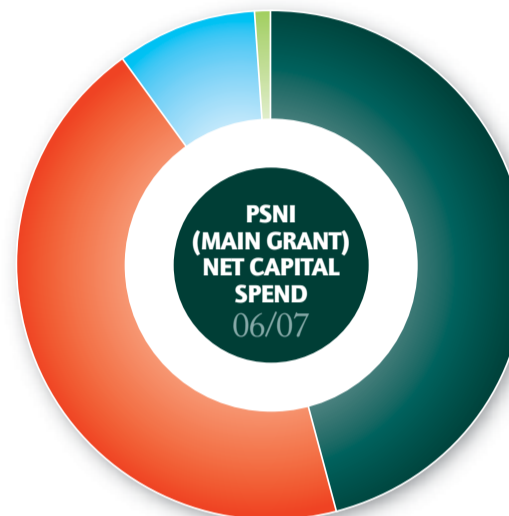
During the year a project was undertaken to change the format of financial reporting within the Police Service to a Resource Base, and away from Cash Accounting.

This new format of reporting is now available from April 2007 and for subsequent accounting periods.

There has been a continued roll out of the e-government agenda, with the development of an automated invoice approval system being introduced within DCUs and some Headquarter Departments. This delivers a paperless electronic solution that will improve efficiency in the payment processing areas, and show improved payment times to suppliers.



	£m	%
Police pay	484	65
Civilian pay	84.9	11
Non-cash items	47.8	6
Incidentals	42.4	5
Accommodation	38.0	5
Telecoms & I.T.	27.2	4
Supplies/Catering	12.8	2
Transport	11.6	2
Gross total	748.7	
Less receipts	(5.4)	
Net revenue spend	743.3	100



	£m	%
Accommodation	21.2	46
Telecoms & I.T.	15.6	44
Transport	3.6	9
Supplies/Catering	0.3	1
Gross total	40.7	
Capital receipts	(5.1)	
Net revenue spend	35.6	100

THE POLICE ESTATE

This was the second year of the Service's Estate Strategy, which was approved by the Northern Ireland Policing Board, and which was the subject of discussion with District Policing Partnerships.

The Estate Strategy detailed work programmes requiring an investment over £200m spanning the period 2005–2011. It represents a significant new build station programme, substantial maintenance and refurbishment works, normalisation and softening work programmes, combined with a review of under-utilised stations.

Significant projects included the completion of a Combined Operational Training development at Magilligan and an enhanced PACE Custody/CID facility at Bangor station. Construction of a new £14m DCU Headquarters at Omagh commenced and work on a new £21m DCU Headquarters at Musgrave Street is due to commence shortly.

A custody upgrade project commenced at a number of sites including Ardmore (Newry). Similar projects are planned for Lisburn, Ballymena and Waterside. Significant maintenance upgrade projects continued at Strand Road, in Londonderry; Antrim Road, Belfast; Enniskillen and Lisnasharragh, in east Belfast with minor works projects at Seapark, at Carrickfergus; Lislea Drive, Castlereagh and Garnerville, in Belfast and Mahon Road, in Portadown.

The normalisation process currently being undertaken by the Ministry of Defence required a substantial number of work projects to be completed at Mahon

Road, Crossmaglen, Newtownhamilton, Newtownbutler, Irvinestown and Forkhill.

The 'softening' of the estate, required to comply with Patten Recommendation 53, continued to programme at 45 facilities. This programme will continue during 2007/08.

The development of the new Police College project continued to plan and an Outline Business Case has been submitted to the NIO and is currently under consideration.

THE CHANGING FACE OF TRANSPORT



As 'normalisation' progresses there has been a change in direction for vehicles moving from armoured to softskin, and the development of vehicles suited to single person patrolling. Approximately 650 'black box' Incident Data Recorders have been fitted to police vehicles, which are used to record driving conditions immediately prior to an incident.

A programme of fleet reduction and rationalisation is currently underway to ensure that the optimum use is made of operational vehicles, and also to concentrate vehicle purchases on a reduced number of three core manufacturers. Over the next three years there is expected to be a minimum 10% drop in the fleet size. The plan will be to ensure that this reduction is made while at the same time ensuring operational policing needs are met.

PROCUREMENT AND LOGISTICS

The role of 'Supplies' has changed over the last few years and has evolved to become 'Procurement and Logistic Services'. The aim is to provide high value-added services for Policing in Northern Ireland by creating and developing centres of excellence for technical research for equipment and uniform, best practice in procurement and modern stores facilities supported by excellent business processes.

Following the opening of the centralised facility for holding, tracking and administering all murder archive files in 2005/06, March 2007 saw the opening of its sister facility which houses all exhibits relating to serious crime. This is managed by a civilian workforce, supported by electronic tracking and top class business processes and procedures.

Logistic Services achieved expenditure savings of £1m [7%] based on reduced pricing agreements with suppliers and increased use of downloadable electronic formats on the Service's intranet. DCUs and Departments were able to place electronic orders directly with suppliers through use of on-line catalogue, linked to on-line order forms. As a result 94% of our orders

were electronic on-line delivered direct to end users with automatic invoice matching.

The extension of the Government Procurement Card [GPC], which permits electronic ordering by devolved budget holders direct from suppliers for high volume, low value, centrally contracted items, including travel has accelerated. There were sixteen thousand transactions last year with annualised spend running at £3.5m, an increase of £1.9m over the previous year.

With regard to procurement across the Service, there was an annual procurement budgeted spend of £173m in 2006/07, 95% of which was procured under PSNI contract terms. £7.8m [10.3%] savings were achieved on new contracts awarded during the year. Over the last two years PSNI has achieved £11.8m savings against the ACPO/Treasury target of £11.1m over three years. Our supply base reduced from 5,130 to 3,466 suppliers.

FINANCE

A clean audit opinion was received from the National Audit Office on the financial statements for the year ended 31 March 2006. A certified copy of the accounts is available on the Police Service website.

Systems were further enhanced in line with the Service's finance strategy, positioning the Police Service at the forefront of delivering electronic services. Developments included the implementation of new payment and payroll systems together with new arrangements for resource management and reporting.

INTEGRITY IS NOT NEGOTIABLE



Deputy Chief Constable Paul Leighton is, amongst a range of other duties, responsible for professional standards within the Service and for internal discipline.

The Service's Professional Standards Department was launched during the year with the theme 'integrity is not negotiable'.

Replacing the former Internal Investigations Branch, the new department exists to prevent and detect corruption, dishonesty or unethical behaviour amongst police officers.

Deputy Chief Constable Paul Leighton is responsible for internal discipline within the Service. Professional Standards Department reports direct to him.

Professional standards are crucial

An Anti-corruption Unit was formed to encompass the Integrity Unit which was established in 2001.

Speaking about the formation of the Department, Mr Leighton said: "The new name reflects what the department is all about. The fact is that the professional standards of our staff are crucial in the delivery of an effective police service.

"Professional Standards Department exists to ensure that those very few officers who are guilty of wrongdoing are brought to justice quickly and effectively. It exists to prevent and detect corruption, dishonesty or unethical

behaviour. Integrity is central to the public support of a policing organisation working with all communities to make Northern Ireland a safer place for everyone. Integrity is crucial to the day-to-day work of all police officers and staff as they play their part in trying to achieve that objective.

"If we do that we can look the public straight in the eye. We can assure them that we are providing a police service to the best of our ability. Indeed through integrity, clearly demonstrated, we can demand respect and support. We will continue to promote integrity through our whole management structure from Constable up to Chief Constable and through the various levels of police support staff.

"We also need to make sure that breaches of integrity are detected early and dealt with. We are a large organisation. We have thousands of officers. The overwhelming majority want nothing more than to get on with their job in a professional and effective way.

However, there will always be a few – and I stress that there are very few – who fall short of the high standards maintained by the rest."

Professional Standards Department is headed by a Detective Chief Superintendent and is staffed by a mix of 84 police and police staff.

The standard for the behaviour of police officers is governed by the Service's Code of Ethics, a copy of which is available on the website www.psnl.police.uk

HEARINGS

During the year, 44 officers appeared at misconduct hearings charged with disciplinary

or misconduct offences. Twenty-seven of those involved criminal behaviour. Five cases arose from complaints by members of the public.

The outcomes of the hearings were as follows:

- 10 officers required to resign or dismissed;
- 24 officers fined or reduced in pay;
- 6 officers were cautioned or reprimanded;
- other outcomes, 4.

NOTIFIABLE MEMBERSHIP

Professional Standards Department is responsible for the administration of the Notifiable Memberships Scheme. This followed from a recommendation in the Patten report and requires officers to notify the Chief Constable if they are a member of any organisation which may be perceived as affecting their ability to carry out their duties impartially. The Chief Constable has issued notes for guidance including a list of organisations which he believes fall into this category.

However, if an officer is a member of any other organisation not on the list but which could be perceived as affecting impartiality, he or she must also notify that membership.

Not member of any notifiable organisation	8,408
Freemason	445
Orange Order	143
Royal Black Institution	81
Apprentice Boys of Derry	29
Other organisations	24
Independent Orange Order	5
TOTAL	9,135

LEGAL SERVICES DEPARTMENT

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

The legal staff are responsible for providing legal advice and guidance on issues relating to all aspects of legislation such as PACE, terrorism, public order, firearms or explosives offences to name but a few.

The Department 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 the Service complies with human rights requirements.

There is also a dedicated Employment Lawyer. This appointment ensures that human resource policies and procedures comply with current UK and European employment law.

An administrative support team, responsible for claims handling, assists in discharging the Service's liability to those who suffer through any wrongful acts of police officers and others for whom we are liable. The staff work closely with their colleagues

in the Crown Solicitor's Office to bring all cases to satisfactory conclusion.

Legal Services' aim is to provide effective management of all claims in support of its overall objective to improve organisational effectiveness in the Police Service. To this end the Legal Adviser is a member of the Claims Management Committee, which operates to scrutinise claims, their outcomes and allows the Service to implement best practice in relation to claims handling.

Legal Services Department continues to manage the workload associated with the class actions against the Chief Constable by serving and former officers in respect of Post-Traumatic Stress Disorder (PTSD) and Breach of Working Time Regulations. A significant number of claims have also been recorded from ex-officers claiming occupational hearing loss.

An increasing area of work for the legal staff within the Department is that of Proceeds of Crime Applications and Anti-Social Behaviour Orders. Throughout this year legal staff have assisted their police colleagues in investigating 103 cases under the Proceeds of Crime Act, which has led to a total of £752,548 being seized which it is believed has come from crime or was intended to be used to commit a crime.

There were 598 civil actions initiated during the year: 1,599 cases were disposed of, with damages of £3.3 million agreed or awarded. The bill for legal costs totalled £2.8 million. A total of 1,577 requests for advice were sought and given by the legal team.



CRIMESTOPPERS NUMBERS UP

Last year the partnership of the Crimestoppers charity with the Police Service enjoyed another very successful year.

Thousands of members of the public called the anonymous Crimestoppers 0800 555 111 number, providing 1,930 actionable calls, a 10% increase on the previous year. This resulted in 101 people being brought before the courts. Property, stolen goods and counterfeit products to the value of £112,255 were seized or recovered, together with £415,075 worth of drugs.

Crimestoppers also produced its first full colour magazine, to celebrate its 10th anniversary in Northern Ireland. This is available free, on request from the NI Development Officer on 028 9070 0014 or via email at www.crimestoppersni.org

Since its inception in Northern Ireland in September 1996, Crimestoppers has received over 16,240 actionable calls leading to over 1,300 people being brought before the courts and the seizure and recovery of over £2.25 million worth of drugs and property.



LAUNCH OF THE LINKS PROJECT

The Police Service is embarking on possibly one of the most complex change projects in respect of police staff re-orientation and disengagement from the Northern Ireland Civil Service.

This is a golden opportunity to successfully build an integrated Police Service with all staff, sworn and unsworn, responding as one team to deliver a professional Policing Service.

There is a real and current need to review the numbers, structure and function of police staff in order to meet a range of external targets:

- A. Affordability
- B. Efficiency and effectiveness
- C. To make a break from the Northern Ireland Civil Service

Quite simply the LINKS Project will directly affect every member of the police staff and indirectly, most, if not all, of the police officers.

The police staff must be deployed to make a greater contribution to the delivery of the Policing Service. This means challenging the outdated working practices to move the majority of the staff from being deployed on organisational support tasks to a greater emphasis on operational roles.

The changes to the organisational structures being prepared by the CORE team presents an opportunity for this to happen.

The first phase of the LINKS Project is about putting in place the necessary arrangements to enable the Police Service to manage its staff effectively.

This means in practice the development of a new 'fit for purpose' approach to Reward, which allows us to attract and retain the people we need. It also means introducing a new way to handle career development to ensure staff have the skills to carry out their roles.

All this work is predicated on the presumption that there will be a break in the current arrangements with the NICS by 1 April 2008.

The essence of the LINKS project is about the having the right people with the right skills, for the right level of reward, delivering the right jobs at the right time to optimise organisation performance.

This report was produced by the Department of Media and Public Relations at:
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The Police Service published its annual statistics for 2006/07 on 2nd May and the complete set of results is available in full on our website www.psnipolice.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 released.

Recorded Crime: Offences Recorded and Cleared 2005/06 & 2006/07

	Total offences recorded				Sanction clearance rate (%) ²		Non sanction clearance rate (%) ²		Overall clearance rate (%) ²	
	2005/06	2006/07	change	% change	2005/06	2006/07	2005/06	2006/07	2005/06	2006/07
1 Offences against the person¹	30,953	31,846	+893	+2.9	23.0	25.9	33.6	8.5	56.6	34.4
2 Sexual offences	1,711	1,803	+92	+5.4	20.0	20.7	23.3	4.9	43.3	25.6
3 Burglary	12,836	11,562	-1,274	-9.9	10.4	11.6	2.2	0.8	12.6	12.5
Domestic burglary	7,259	6,831	-428	-5.9	8.3	10.3	2.7	1.0	11.0	11.3
4 Robbery	1,744	1,574	-170	-9.7	12.5	18.2	3.0	0.4	15.5	18.6
5 Theft	29,481	27,766	-1,715	-5.8	15.7	18.2	4.4	1.4	20.0	19.6
Theft from motor vehicles	4,404	3,994	-410	-9.3	5.3	4.4	0.7	0.2	6.1	4.6
Theft/unauthorised taking of vehicles	3,721	3,418	-303	-8.1	17.0	19.9	2.7	0.6	19.7	20.5
6 Fraud and forgery	5,106	4,495	-611	-12.0	20.8	20.3	13.6	11.1	34.3	31.4
7 Criminal damage	34,801	36,321	+1,520	+4.4	7.5	9.0	7.7	2.6	15.2	11.6
8 Offences against the state	1,301	1,285	-16	-1.2	44.1	51.2	6.2	3.4	50.3	54.6
9 Other notifiable offences	5,261	4,492	-769	-14.6	69.0	81.2	5.6	1.5	74.6	82.7
Drug trafficking offences	349	473	+124	+35.5	81.9	83.3	4.0	0.8	86.0	84.1
Drug non-trafficking offences	2,595	1,938	-657	-25.3	70.8	87.8	2.7	1.2	73.5	89.0
Violent Crime (classes 1, 2 and 4)¹	34,408	35,223	+815	+2.4	22.3	25.3	31.6	8.0	53.9	33.2
Grand Total (all classes)¹	123,194	121,144	-2,050	-1.7	17.4	19.6	13.1	4.0	30.6	23.6

¹ The offences of murder, wounding with intent and wounding arising from the Omagh bomb were cleared during 2005/06. ² In April 2006 PSNI adopted a higher evidential standard in respect of non sanction clearances (those where no further action is taken by the police, mainly due to the victim not wanting formal action taken by the police or due to no prosecution being directed). This change was introduced in order to bring these clearance types more closely into line with police services in England & Wales where they have been applying the Crown Prosecution Service evidential test since 2002. In Northern Ireland the equivalent standard only became relevant to PSNI clearances with the establishment of the Public Prosecution Service (PPS) in June 05.

Releasing the Service's statistics for 2006/07 the Deputy Chief Constable Paul Leighton welcomed the decrease in crime and said that by continuing to develop policing techniques and by receiving increased support and assistance from communities police can make real inroads in tackling criminality and making Northern Ireland safer.

He said: "There has been a decrease of almost 2% in overall crime in 2006/07 compared with the previous year. This means 2,050 fewer crimes committed. Since 2002/03 crime has fallen by 15%. In a number of categories there were marked decreases in the number of crimes being committed. This year burglary offences fell by 9.9%; theft offences fell by 5.8%; fraud and forgery offences fell by 12%. There was a decrease of 8.8% in the number of vehicle crimes recorded and robbery showed an overall decrease of 9.7%.

"In part these reductions are down to proactive police operations, intelligent led policing, analysis based policing, targeting hot spot areas and prolific criminals, high visibility patrols, and by exploiting all DNA and forensic opportunities.

"There are however areas of concern. There was an increase of 2.4% in the number of violent crimes recorded. Offences against the person rose by 2.9% and sexual offences rose by 5.4%. In response to the increase in violent crime police have run a number of operations throughout the year including 'Operation Super Nightlife' which brings additional resources into problem areas and takes a robust approach to night-time crime.

"There has also been a rise in the number of sexual offences. In some jurisdictions reports of sexual offences have been declining and this has been linked to a lack of confidence in the legal system. If the rise in reports of sexual offences means that people are reporting the crime and have confidence in our ability to deal with it, then that is positive.

"The number of racist crimes has increased as has the number of faith/religion crimes. However crimes with a homophobic motivation fell by 21% and those with a sectarian motivation fell by 17.2%.

"In terms of clearances, there is still a lot of work to be done. The overall clearance rate decreased by 7 percentage points. This was due to the fact that in April 2006 the police service adopted a higher evidential standard in respect of non-sanctioned clearances (those where no further action is taken by the police mainly due to the victim not wanting formal action taken by the police or due to no prosecution being directed). Notwithstanding that in some areas the rate of clearances increased, for example clearances for sectarian crimes.

"It is clear that when police have the support and receive the assistance of communities we can be most successful in preventing and solving crimes."

Police and Criminal Evidence (PACE) Order: Persons and Vehicles Searched 2006/07

	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	240	17	971	40	25	0	180	11	338	16	418	62
May	253	21	769	29	12	0	129	15	210	7	403	37
June	159	18	730	32	18	0	117	16	189	9	340	28
July	268	25	828	32	22	0	227	13	281	14	407	25
August	215	20	828	36	58	5	159	18	240	10	480	35
September	217	22	787	36	43	1	181	10	226	12	303	21
October	254	22	908	37	20	1	298	21	353	15	717	57
November	283	17	834	35	18	2	176	15	334	14	668	62
December	237	14	665	43	23	1	111	15	275	11	428	40
January	205	12	798	30	24	2	110	17	275	12	475	55
February	203	27	557	35	23	1	81	10	280	15	457	39
March	197	21	478	27	18	0	80	1	210	14	283	23
Grand Total	2,731	236	9,153	412	304	13	1,849	162	3,211	149	5,379	484

¹ Arrests as a result of search. **INTIMATE SEARCHES:** There were no intimate searches carried out during 2006/07. **EXTENDED DETENTION:** During 2006/07, fifty-six persons were detained in police custody for more than 24 hours and released without charge. There were thirty-eight applications to Magistrates' Courts for warrants of further detention, all but one of which were granted. Twenty-five persons were subsequently charged.

Police and Criminal Evidence (PACE) Order: Detention Statistics 2006/07

	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	8,309	7,114	1,195	6,181	1,302	1	3,179	1
Quarter 2: July-September	9,013	7,753	1,260	6,695	1,335	5	3,437	0
Quarter 3: October-December	8,891	7,644	1,247	6,497	1,397	0	3,183	0
Quarter 4: January-March	7,290	6,351	939	5,528	1,233	0	2,864	0
Grand Total	33,503	28,862	4,641	24,901	5,267	6	12,663	1

Injury Road Traffic Collisions and Casualties 1997/98 - 2006/07

	Number of Injury Collisions	Casualties			Total Casualties
		Killed	Seriously Injured	Slightly Injured	
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
2005/06	5,098	134	1,115	7,128	8,377
2006/07	5,615	128	1,194	7,910	9,232

DRIVE TO SAFER ROADS



The drive to make Northern Ireland's roads safer continues. Six fewer people died in road traffic collisions. However, the number of people injured increased by 855.

The Police Service's strategy on road safety and policing seeks to educate drivers and encourage them to modify their behaviour and drive more safely. This is backed up by robust and ongoing enforcement.

Police work closely in partnership with a range of individuals and agencies including the Department of the Environment, schools, voluntary and community groups.

The number of people killed on Northern Ireland's roads has fallen again this year from 134 in 2005/06 to 128 in 2006/07. The number of children killed has also fallen from 16 in 2005/06 to eight in 2006/07.

The Police Service provides immediate support to families bereaved as a result of road traffic collisions through our Family Liaison Officers. The quality of support offered by these

dedicated and specially trained officers was recognised with the Family Liaison Officers winning the Criminal Justice Team Award 2006 for outstanding achievement in caring for victims and witnesses.

Police, however, are never complacent with regard to improving road safety. They continue to provide strong enforcement of road traffic legislation throughout the year and in particular at specifically identified times such as holiday periods and over long bank-holiday weekends. There has also been increased support and co-operation in these operations with our counterparts in An Garda Síochána to ensure that the border is not used as a means of avoiding detection.

Safety cameras are working. The Northern Ireland Safety Camera Scheme – under which police use both fixed and mobile cameras – was evaluated this year, comparing the first three years of the scheme with the three years prior to its introduction. This evaluation highlighted that the number of people killed and seriously

injured at the safety camera sites and routes fell by 41% over the first three years of the scheme compared to the previous three years. While this reduction is not all attributable to the safety cameras, it nonetheless highlights the value of cameras in reducing the number of persons killed and seriously injured on our roads.

The Service continues to progress the use of safety cameras with the introduction of speed-over-distance cameras on the A1 between Sheepsbridge, near Newry and the border. The number of motorists detected for exceeding the speed limit during the year has risen to 26,721, up 2,093 on the previous year.

Our commitment to reducing the number of motorcyclists killed or seriously injured has been reinforced through our Bikesafe initiative which offers motorcyclists guidance and support from qualified police motorcyclists. This year Bikesafe had a presence at the North West 200, as well as involvement in a major bike festival at the King's Hall.

The award-winning Roadsafe Roadshow has had another successful season this year. It visited 11 venues throughout Northern Ireland presenting 19 shows to over 10,900 young people. It highlights in dramatic form how a night out can go tragically wrong through

Road safety is a major priority

a serious road traffic collision. The roadshow, supported by AXA Insurance, Cool FM, and colleagues in the Ambulance Service, the Health Service and the Fire and Rescue Service has also reached across the border and

involved both police officers and young people from Donegal in a very well attended show in the Millennium Forum, in Londonderry.

If everyone in Northern Ireland slows down, does not drive after drinking or taking drugs and drives with more care and attention then the numbers of people killed and seriously injured on our roads will fall. Making Northern Ireland's roads safer is a major policing priority.

£41,000 FOR CHILD CANCER

The Northern Ireland Cancer Fund for Children benefited to the tune of £41,000 thanks to the Chief Constable's annual Charity Ball.

As well as a successful auction on the night – and other peripheral fund raising activities – a significant slice of the money raised came from a raffle for a Mini One, generously donated by Abbey Insurance Brokers Ltd. The £41,000 was the largest amount ever raised at a Chief Constable's Ball.

Gillian Creevy, general manager of the Northern Ireland Cancer Fund for Children said: "We are overwhelmed by the support and generosity of police officers and police staff. The money raised will be used throughout Northern Ireland to help families who are living with the devastation that follows a childhood cancer diagnosis."

The Fund provides practical emotional and financial support to children diagnosed with cancer and their families at a time when it is most desperately needed.



Deputy Chief Constable Paul Leighton along with Gillian Creevy of NICFC.

HISTORICAL ENQUIRIES TEAM

The Historical Enquiries Team (HET) became operational on 23rd January 2006 and was set up to re-examine all the deaths attributable to the Troubles between 1969 and 1998.

The team has three clear aims:

- to try to bring more information and a measure of resolution to the families of those who died;
- to re-examine all deaths and investigate any evidential opportunities; and
- to do so in a way which commands the confidence of the wider community.

HET's first priority is to work with victims' families, and seek to answer as many of their questions as possible. The team works mainly on a

chronological basis, starting with cases from 1969, as this is fairest to those families who have waited longest and it makes most sense investigatively. Some cases are taken out of sequence, such as when surviving relatives are now very elderly or infirm, or where cases are part of a linked series.

Each case goes through the same process, to ensure parity and investigative professionalism. The aim is to identify any realistic prospect of taking investigations further, and if these are identified, then to take cases to court. It takes a minimum of 16 weeks for a case to go through the HET four-phase process, comprising Assessment, Review, Focussed re-investigation and Resolution.

HET also engages with Non-Governmental Organisations, representative groups, specialist groups or individuals to consult as widely as

possible, to build public confidence and make improvements.

Independence is very important. There are two main investigation teams, one is exclusively made up of officers and retired officers from outside Northern Ireland. The other team is made up of serving and retired officers with no previous connection to the cases but from inside Northern Ireland. In terms of the HET overall, the Director reports directly to the Chief Constable.

Since its inception, HET has had a dedicated team diverted to a search of the entire police estate, to recover files and exhibits from historical cases. Forensic Science Northern Ireland conducted a similar trawl. All papers and exhibits are now logged and are stored in a state-of-the-art facility.

het^o
HISTORICAL ENQUIRIES TEAM

Collusion may be one of the concerns raised by families, and is one of the aspects HET considers when reviewing each case. If there is evidence of serious criminal conduct by police officers, the Office of the Police Ombudsman is notified in accordance with legislation.

If the allegations relate to other branches of the security forces, HET conducts the investigation.

"Dealing with the Past" is one of the major challenges to be faced in Northern Ireland today. The Police Service took the initiative and gave a lead in this important area however the HET has always been envisaged as being only one part of the wider process.

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 2006-07 can be made available in accessible formats on request. **To access 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, 65 Knock Road, Belfast BT5 6LE, or telephone 0845 600 8000, or e-mail section75@psni.pnn.police.uk General queries regarding this report should be directed to the Department of Media and PR.



Making Northern Ireland Safer