



ANNUAL REPORT

ROYAL BARBADOS POLICE FORCE

ANNUAL REPORT 2013

To Serve, Protect and Reassure

Contents

ABOUT US.....	3
CORE VALUES	4
ABBREVIATIONS	5
EXECUTIVE SUMMARY	6
ADMINISTRATION	13
CRIME MANAGEMENT	29
FLEET MANAGEMENT	40
PLANT MANAGEMENT	45
ROAD POLICING	53
FRONT LINE POLICING.....	58
COMMUNITY ENGAGEMENT	61
FINANCES	63
REVENUE	67
CAPACITY BUILDING.....	70
THE WAY FORWARD	76
APPENDICES	78

ABOUT US

First established as the Barbados Police Force in 1835 with a primary mandate of order maintenance, the Royal Barbados Police Force has since evolved to become a dedicated law enforcement entity with expanded core functions that now include the detection and prevention of crime, traffic management and community engagement. These broad objectives are guided by a mission that is premised on a commitment to serve, protect and reassure. As reflected in its organizational statement, its overarching mandate is *“to provide the highest quality police service in partnership with our community to ensure a safe and stable environment.”* The Force’s style of management is heavily influenced by a hierarchal structure and a paramilitary approach to discipline and operational procedures.

In its embryonic and early developmental years, the Force had an operational staff of approximately one hundred and forty men and no form of motorized transport. Today, the operational strength of the Force is over one thousand male and female officers who are supported by a civilian staff of approximately two hundred. A range of policing services are now provided through the use of technology, foot patrols, a motorized fleet, a mounted corp, a maritime policing element and aerial support from the air wing section of the Regional Security System. The Force also benefits from its alliance with international agencies such as the Federal Bureau of Investigations, the Royal Canadian Mounted Police, Scotland Yard, INTERPOL and the International Association of Chiefs of Police.

In 1997, the Royal Barbados Police Force became the first law enforcement entity in the English speaking Caribbean to achieve international certification by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Force maintains full membership with the Association of Caribbean Commissioners of Police and the Regional Security System.

The maintenance of its professional image, its commitment to high ethical standards and a firm recognition in the value of public trust is deeply rooted in individual adherence to the following

CORE VALUES

Respect for Human Life	We recognise that officers will on a daily basis become involved in numerous and varied human encounters and when warranted, may use force in carrying out their duties. However, our appreciation for the value and sanctity of life is such that we are committed to ensuring that such force is used with restraint and in proportion to the legitimate objective to be achieved
Integrity	We strive to be honourable and trustworthy in our personal and professional endeavors
Accountability	We are accountable to the communities we serve
Impartiality	We are honest, truthful and transparent in our dealings with one another and with members of our communities. We treat everyone in a fair, sensitive and ethical manner
Reliability	We are responsive, professional and dependable in our dealings with one another and our communities
Team Work	We work as a team, making use of our collective skills, opinions and abilities

ABBREVIATIONS

COP: Commissioner of Police
DCP: Deputy Commissioner
ACP: Assistant Commissioner of Police
S/Supt: Senior Superintendent
Supt: Superintendent
ASP: Assistant Superintendent of Police
Insp: Inspector of Police
S/Sgt: Station Sergeant
Sgt: Sergeant
P.C: Police Constable
S.C: Special Constable
DOM: Director of Music
ADM: Assistant Director of Music
BA: Band Apprentice
OPS. Support: Operations Support
ADMIN. SUPPORT: Administrative Support
CID: Criminal Investigations Department
CRO: Criminal Records Office
FSCU: Forensic Scenes of Crime Unit
RSS: Regional Security System
FBI: Federal Bureau of Investigations
IBIS: Integrated Ballistics Identification System
AFIS: Automated Fingerprint Identification System
CAP: Chapter

EXECUTIVE SUMMARY

Legal mandate

The Commissioner of Police, by virtue of section 8 of the Police Act, CAP 167 of the Laws of Barbados, is responsible to the Governor General for the efficient administration and governance of the Royal Barbados Police Force and for the proper expenditure of all public moneys appropriated for the service thereof. The submission of this annual report, not only satisfies an administrative requirement as imposed upon the Commissioner of Police, but also provides a comprehensive review of the performance of the Force in 2013.

In 2013, the Royal Barbados Police Force was again entrusted with the responsibility of detecting and preventing crime, enforcing applicable laws; crime and traffic management; and the general maintenance of law and order. A natural response to this broad mandate was the development of a mix of policing initiatives that were informed by the Strategic Plan for the period 2011- 2014. No Annual Policing Plan was developed for the year under review. However, policing initiatives were designed to focus on core areas such as crime management, community engagement, road policing and human resource management.

Policing environment

The work of the police was conducted in an external environment characterised by factors such as a continuing depressed economy, pockets of industrial unrest, preparations for local general elections, tensions that were occasioned by a Government imposed reduction in the staff of the public service and the continued fear of crime. Of equal import is the fact that the internal policing environment was impacted by factors such as limited physical and human resources, the continued impact of an ageing physical plant, continued lag in the development of organizational capacity to fully exploit modern technology and the effect of the absence of a full suite of supporting modern legislation.

Policing was directed at a population of approximately 280,000, with a resulting police to population ratio of 1:512.

Strategic direction

At the beginning of the year the strategic command and direction of the Royal Barbados Police Force was again entrusted to Commissioner of Police Darwin Dottin, with support coming from a Senior Command Team that comprised a Deputy Commissioner of Police, four (4) Assistant Commissioners of Police and a Chief Financial Officer. The work of this strategic grouping was expected to be supported by one thousand, four hundred and eighteen (1418) sworn police officers, ninety-three (93) Parish Constables and a civilian staff of three hundred and thirty-seven (337) persons.

Undoubtedly, the most significant event that affected the Force was the placing of Commissioner of Police Darwin Dottin on Administrative Leave, by the Governor General, acting on the recommendation of the Police Service Commission on June 17, 2013. Although the Force was never provided with details of any specific allegation of wrongdoing, the official reason given by the Police Service Commission was that it was in the best interest of the public that the Commissioner be sent on Administrative Leave. Assistant Commissioner of Police Tyrone Griffith was then appointed to act as Commissioner of Police, a post he retained at the end of the year.

Policing initiatives and supporting legislation

Some of the policing initiatives undertaken during the year included the establishment of units that included the Family Conflict Intervention Unit and a dedicated digital evidence investigation unit. Other initiatives included the acquisition of a Dot Peen Marker that provided for the development of capacity to mark and trace small arms. This initiative was complemented by access to training that enabled the development of capability to manage the stockpiling and destruction of illicit firearms.

The work of the Force was significantly enhanced by the enactment of the Old Metals and Second Hand Metal Dealers Act. This particular piece of legislation was introduced as a measure to counter the increase in theft related incidents that were linked to a robust demand on the international market for gold and copper. Some minor amendments, which were administrative in nature, were made to the Police Complaints Authority Act.

Human resources

The Force had to once again contend with the challenge of finding suitable applicants to fill existing vacancies in the rank of Police Constable. One developing trend was the high failure rate among persons when scored on the question of previous drug use. As a consequence of the prevailing deficit, the actual strength of the constabulary was one thousand, four hundred and eighteen. This contrasted with the established strength which was one thousand, five hundred and twenty-eight. Three hundred and thirty-seven (337) civilians were employed in the Force.

Health support was again provided for police and civilian staff through access to the Health and Wellness Programme. Despite this support, approximately forty-two thousand, four hundred and two productive hours were lost to an assortment of ailments. Some of the more prevalent illnesses included diabetes, high blood pressure and stress. The Force's resources were also adversely impacted through retirement, resignation and death.

Training

The Force continued its strategic commitment to the development of human resource capital by providing training opportunities for its members. As a result of this approach several officers, from the rank of Special Constable to Senior Superintendent, were exposed to an array of training courses which were delivered at local, regional and international facilities. Some members chose to complement access to internal training

opportunities by investing in their personal development through the pursuit of further education at tertiary institutions. The net result of these efforts was significant expansion of the skills and knowledge base available to the Force.

Plant management

Although no new buildings were constructed during the year, a robust plant management schedule was maintained. This resulted in the delivery of a number of remedial solutions that included repairs, industrial cleaning, security improvement and environmental cleaning at affected stations. Proposed capital works for the coming year include the construction of facilities to house police stations at Belleplaine, District D, Hastings and a new Police Headquarters. There is also a proposal to construct a facility to house the Truth Verification Unit and the Family Conflict Intervention Unit at the site of the old Black Rock Police Station.

Crime management

The year commenced with public concern for the rise in crime that was occasioned by attacks on persons in their homes and in public spaces. In most instances the target of thieves was either money, gold or electronic items. An analysis of crime trends and other intelligence indicated that some criminality was also being fueled by a demand for gold and copper on the international market. Indeed, analysis of available statistics indicates that in 2013, forty-nine percent (49%) of offending was against property, (29% major crime and 20% minor crime); while thirty-four percent (34%) of offending were crimes against the person. One operational response was the development and application of a range of strategies that included the targeting of known thieves and receivers; the enactment of supporting legislation; and the maintenance of a robust media campaign to drive public education.

As a result of these initiatives, by year end, there was a cumulative 4.8% decline in total recorded reported crime, when compared to the corresponding period in the previous year. Analysis of the movement of crime in the period under review indicates that when compared to the same period in the previous year, there was a significant decrease (21%) in major crimes against the person; and a (5%) decrease in minor crimes against the person. There was a 10% increase in sex related crimes. It is of interest to note that while there was a 2% increase in major crimes against property, there was a significant (19.1%) decline in the broad category of theft related crimes.

Barbados continued to be a market for cannabis and a transshipment point for cocaine. Trend analysis pointed to an increase in the local cultivation of cannabis. Some of the strategies engaged to militate against these threats included enhanced collaboration between the Force and Customs and Excise Department, the monitoring of prolific offenders and stop and search operations. For the period under review, there was an 18% increase in the number of drug related offences, with 879 crimes recorded in comparison with 745 cases for 2012. Operational outcomes included the seizure of quantities of marihuana, cocaine, firearms, vessels used in the transshipment of contraband and the arrest of several persons.

Road policing

For the year under review there was a 2.7% increase in total accidents, with accidents without injury accounting for 71% of all reports. Analysis of available statistics indicates that there while there were decreases in the categories of fatal, serious, and accidents with slight injury, there was a marginal increase in the number of accidents without injury. Some of the measures used to reduce the carnage associated with improper road use included a visible police presence on public roads, public education, the enforcement of laws and enhanced collaboration with stake-holders.

Major public events

One of the more notable public events was the policing of General Elections. While there were no incidents of violence or offences related to the management of this democratic process, there was a reported incident on Polling Day that involved the use of a camera, by a voter, inside a polling booth. Other major public events that drew heavily on the use of police resources included regional and international cricket, Crop Over, the staging of the Annual Cock Spur Gold Cup Race, motor sports at Bushy Park, and musical events such as Reggae on the Hill and Pan Pun De Sand. Though challenging, all of these events were successfully managed by the local constabulary.

Finance

General revenue streams were maintained through the collection of fees from sources such as the sale of Certificates of Character, the rental of barricades, payment for police services, the sale of firearms licences and the sale of accident reports. Revenue collected included \$427,890.00 from the sale of Certificates of Character, \$571,600.00 from the sale of licences for firearms and explosives and \$949,925.91 from the collection of parking fees at car parks under the control of the Force.

Information technology and telecommunications

The Force continued to maximize gains from the use of technology with the installation of three (3) additional Electronic Interview Systems across the island. This brings to seven (7) the number of units capable of electronically recording interviews with suspects. Police Network security was enhanced with the acquisition of fourteen (14) Cisco Managed Switches and two (2) Routers. The acquisition of equipment was complemented by training to assist with the electronic recording of interviews with suspects and the use of the PROMAT Video Identification System.

Community engagement

In addition to the investigation of crime and accident reports, the Force also responded to approximately thirty-four thousand, four hundred and ninety-nine (34,499) calls for service. These calls generally comprised incidents that included domestic disputes, threats, alarm conditions, harassment and interference.

Although no new Neighborhood Watches were established, the Force still continued its contribution to the development of community wellbeing through structured interventions from the Juvenile Liaison Scheme, the use of Consultative Committees and the D.A.R.E Programme. Other initiatives included the launch of the Bare Foot Sunday School Programme in Chapman Lane and the After School Home Work Programme in New Orleans, two communities in the City of Bridgetown. These community outreach initiatives were complemented by a number of public engagements featuring the Police Band.

Discipline

Although a generally high standard of discipline was maintained within the Force this did not negate the fact that there was a 25% increase in complaints by members of the public against police officers. The summary of the reports recorded indicates that one hundred and ninety-one (191) reports were received in the period under review as compared to one hundred and fifty-two (152) for the corresponding period in the previous year. Analysis indicates that the most prevalent complaints were unprofessional conduct, allegations of police brutality and police failing to take action in matters reported to them.

ADMINISTRATION

In 2013, the strategic direction for the force emanated from the Senior Command Team, which comprised the Commissioner of Police, Deputy Commissioner of Police and four (4) Assistant Commissioners of Police. Civil litigation initiated by several officers who challenged a number of recommendations for promotions made by the Police Service Commission, resulted in a freeze on new promotions and a consequential number of acting appointments. Further, the rank of Commissioner of Police was affected by the decision of the Governor General, acting on the recommendation of the Police Service Commission, to place the substantive Commissioner of Police on Administrative Leave. This decision, according to documents filed by the Police Service Commission, was in the best interest of the public. Thus began a lengthy court battle involving the Commissioner of Police and the Police Service Commission.

These turn of events resulted in the installation of Assistant Commissioner of Police, Tyrone Griffith to serve as Acting Commissioner of Police from June, 17, 2013. Assistant Commissioner of Police Seymour Cumberbatch served as Acting Deputy Commissioner for the entire year; while Oral Williams served as Assistant Commissioner of Police, Human Resources and Management Services; Senior Superintendent of Police, Lionel Mark Thompson served as Acting Assistant Commissioner – Crime; Senior Superintendent of Police Erwin Boyce served as Acting Assistant Commissioner of Police – Territorial Policing, and Senior Superintendent of Police Eucklyn Thompson served as Acting Commissioner of Police – Operations Support and Community Safety.

With no change in responsibilities, the core functions of the senior command team essentially remained as follows:

<p><u>Deputy Commissioner of Police</u></p> <ul style="list-style-type: none"> • To assist the Commissioner with the management and control of the Force; • To coordinate the work of the Assistant Commissioners and the Administrative and Operational Departments. His specific responsibilities were: • Strategic management of all major force operations; • Policing of national events; • Office of Professional Responsibility (Complaints and Conduct); • Strategic Direction; • Standing orders, operational and administrative procedures • Police Band • Force organisations • Ammunition, explosives and other controlled/restricted items and • The development of national counter narcotic strategies <p>Assistant Commissioner of Police - Human Resources & Management Services</p> <ul style="list-style-type: none"> • Administrative Support <ul style="list-style-type: none"> ❖ Force Registry • Information Technology; • Procurement and Contracting of Services; • Asset Management; • Finance (Liaison with Financial Controller); 	<p>Assistant Commissioner of Police – Crime</p> <p>Strategic responsibility for:</p> <ul style="list-style-type: none"> • Crime management • Crime support <ul style="list-style-type: none"> ❖ Criminal Records Office ❖ Crime Intelligence ❖ Forensic Scenes of Crime Unit ❖ Investigative Procedures • Interpol – National Central Bureau • Regional Organised Counter Crime Information Sharing System (ROCCISS) • Investigation of unnatural deaths not arising from Traffic Accidents and • Liaising with the Director of Public Prosecutions, the Chief Magistrate and Registrar of the Supreme Court <p>Assistant Commissioner of Police – Community Safety and Operations Support</p> <p>Strategic responsibility for:</p> <ol style="list-style-type: none"> 1. Contingency Planning; 2. Emergency Operations; 3. Operations Support; <ul style="list-style-type: none"> • Special Services Unit • Canine Unit • Marine unit 4. Operational Planning; 5. Traffic Management; 6. Security of Police Stations; 7. The Operations Control Centre; 8. Agency Liaison;
---	--

<ul style="list-style-type: none"> • Inventory Control; • Annual Reports; • Accreditation; • Recruitment; • Staff Development; • Performance Appraisal; and • Occupational Health and Wellness 	<ul style="list-style-type: none"> 9. Disaster Preparedness; 10. Tourism Liaison; and 11. Force Parades
---	--

Finance

Critical support for the work of the Senior Command Team was provided by an accounting staff, under the management of a Senior Accountant, with primary functions being:

1. Financial Administration;
2. Collection of licensing and user fees;
3. Preparation of monthly Appropriation and Revenue Accounts, Quarterly Allocations and reports as required by the Commissioner;
4. Preparation of the Annual Estimates of Expenditure;
5. Facilitate Audits by the Auditor General.
6. Preparation of Responses to Audit Queries;
7. Provision of Financial Management Information;
8. To give Financial Advice to Divisional Commanders; and
9. Pay and Allowances;

Territorial and supporting Divisions

The Divisions maintained during the year were:

- Bridgetown
- Northern
- Southern
- Criminal Investigation

- Operations Support; and
- Human Resources and Administrative Support.

The Special Branch, Special Services Unit and the Drug Squad were primarily maintained as support units.

The following Officers were primarily in charge of the various Divisions/Departments

- Bridgetown: Superintendent of Police L Sobers
- Northern Superintendent W. Yearwood
- Southern Division Assistant Superintendent C. Bishop
- Criminal Investigations: Superintendent L. Eversley
- Operations Support: Assistant Superintendent A. Forte
- Human Resources: Superintendent J. Robinson
- Special Branch: Assistant Superintendent R. Boyce
- Drug Squad: Superintendent G. Philips
- Court Prosecutors Office: Inspector T. Blackman
- Office of Professional Responsibility: Assistant Superintendent C. Greaves.

The following police stations and formations were in operation during the year	
Bridgetown Division	Black Rock Police Station, Hastings Police Station, Central Police Station, Worthing Police Station, Bridgetown Port, Illaro Court, Court Prosecutors Office, Mounted Branch
Southern Division	Oistins Police Station, District C Police Station, District B Police Station, Glebe Police Post, Airport Police Station
Northern Division	Holetown Police Station, Crab Hill Police Station, Belleplaine Police Station, District D police Station, District E Police Station, District F Police Station, Port St. Charles
Operations Support	Special Services Unit which is comprised of the Task Force, Canine Unit, Marine Unit and the Explosive Ordinance Department; Traffic Enforcement Department, Operations Control, Command Centre, Anti Gang and Firearms Unit, Telecommunications Department, Assigned Drivers and Orderlies, Motor Transport
Administration Support Division	Human Resource Department, Computer Unit, Department of Research and Development, Community Relations Department, Staff Officers, Carpenter Work Shop
Criminal Investigations Department	CID Central, Sub- Division A, Sub Division B, Drug Squad, Forensic Scenes of Crime Unit, Crime Statistics, Financial Investigations Unit, Fraud Department, Document Examiner, Ballistics and Firearms Examiner, Digital Evidence and Cyber Crimes Unit, Cold Case Squad, Human Trafficking and Sex Crimes Unit, Serious Crimes Squad, Certificate of Character, Family Conflict Unit, Registry for Old and Second Hand Metal Dealers; Truth Verification Unit, Crime Intelligence Unit
Special Branch	Cadre of Protection Officers, Intelligence Gathering Unit
Royal Barbados Police Force Band	Cadre of professionally trained musicians

HUMAN RESOURCES

Human resource component

In 2013, legal provisions were in place for the maintenance of a staff of one thousand, five hundred and twenty-eight (1528) officers. However, the actual strength of the constabulary comprised one thousand, four hundred and eighteen (1418) police officers. The Force was supported in its work by three hundred and thirty seven (337) civilian employees. (Please see appendix 1)

Recruitment

Thirty one (31) police constables enlisted during the review period. Of this number, three were elevated from the rank of Special Constables, while twenty eight were civilians. No Special Constables or Band Apprentices were enlisted during the year.

Training and Development

With no documented approach to the delivery of training for the period under review, it is difficult to assess critical factors such as gap analysis, strategic objectives and intended outcomes. These limitations aside, however, it is important to note that a combination of eighty (80) local and overseas training courses, targeting five hundred and nine (509) police officers, were facilitated by the Human Resources Department. Officers covered under this broad training umbrella included persons from the rank of Police Constable to the rank of Senior Superintendent of Police. Course offerings included intelligence gathering and analysis, the investigation and prosecution of transnational organized crime, the investigation of cyber crimes, underwater police science and technology. Some of the specific training courses during the period were:

- 1) Initial Damage Assessment for Station Sergeants
- 2) Sergeant General Duties
- 3) Constables' Development Course phase 1
- 4) Constables' Development Course phase 2

- 5) Accident Investigation
- 6) Training for Court Prosecutors
- 7) Performance Appraisals Seminars
- 8) Customer Service Workshops
- 9) Regional Training Workshop on Strengthening Tsunami Warning and Emergency Response
- 10) Early Warning System Pacific Tsunami Warning Centre (PTWC) and New Enhanced Products
- 11) PROMAT Video ID Parade Training
- 12) Jet way Seminar
- 13) CCTV Operators Training
- 14) Dog handling and Canine Welfare
- 15) Domestic Violence Seminar
- 16) Incident Command & Mass Casualty Management
- 17) Safety and Health at Work Seminar
- 18) Association of Public Communications (APCO) Conference
- 19) HAZMAT Refresher Seminar
- 20) Basic Criminal Investigations
- 21) Officer Safety Training
- 22) Basic Firearms Training
- 23) RSS Basic Course
- 24) Introduction to Computer Applications
- 25) Introduction to Power Point
- 26) Motorcycle Training and Authorization Course
- 27) Medical assistance course (BDF)
- 28) Motivation Training Course
- 29) "Trade Winds" Conference Road Safety Conference
- 30) Collision Investigation
- 31) Managing landlord and tenant disputes

32) CCTV cameras in Investigation and

33) Customer Service Training

The investment in human resource development by the organisation was complemented by personal investment by officers who pursued courses of instruction at tertiary level, resulting in qualifications in an array of disciplines. As a result of these initiatives three officers were awarded Masters Degrees, while four received Bachelors and two, Associates Degrees, respectively.

Future Leadership

Analysis of the length of service of officers across all ranks presents some disturbing implications for the future leadership of the Force. Of great significance is the fact that eight hundred and fifty-eight (858) or 60% of the work force were constables with less than 25 years of experience. At the other end of the spectrum two hundred and seven (207) managers/supervisors were persons with over 30 years experience. Interestingly enough there were only one hundred and forty seven supervisors with between 20-30 years experience available to the Force. This is a scenario that suggests a constant exodus of skills and knowledge at the level of senior management without any commitment being made to prepare the force for the inevitable transition through succession planning. Further, the situation was exacerbated by the absence of promotions during the year, a situation that was occasioned by a Court injunction barring promotions.

Secondment

Sergeant 357 Seilest Bradshaw and Police Constable 283 Andrew Carter remained on secondment to the Government Industrial School and the Land Tax Department, respectively, while Assistant Superintendent of Police Elphene Moore, Inspector 752

Tyrone White and Police Constable 152 Earl Bowen remained on secondment to the Regional Security System (RSS).

Gender Issues

No major gender issues were officially flagged for discussion, although there were increasing signs of a willingness by females to adorn themselves in hairstyles that presented challenges to the established dress code. The recruitment of females was constrained by inadequate accommodation at most stations.

The work force of the constabulary was made up of two hundred and thirty-one (231) or 16.3% of females and one thousand, one hundred and eighty seven or (83.7%). One hundred and seventy two (172) females were at the rank of Police Constable, while twenty-eight (28) were Sergeants, seven (7) were Station Sergeants, three (3) were Inspectors, two (2) were Assistant Superintendents and one (1) being a Senior Superintendent.

Promotions

A High Court injunction, from the previous year, retained a temporary freeze on promotions. As a result, the Force human resource component did not realise the satisfaction of new upward mobility during the period.

Retirement

Five (5) persons, including Deputy Commissioner of Police, Bertie Hinds and Assistant Director of Music 613 Litchfield Nurse retired during the year. The other retirees were Sergeants 75 Leroy Straker, 824 Euclid Boyce and Police Constable 87 Carlisle Richards.

Discipline

There was a 25% increase in complaints by members of the public against police officers. The summary of the reports recorded indicates that one hundred and ninety-one (191) reports were received in the period under review as compared to one hundred and fifty-two (152) for the corresponding period in the previous year. Analysis indicates that the most prevalent complaints were unprofessional conduct, allegations of police brutality and police officers failing to take action in matters reported to the police. Twenty-three (23) officers, inclusive of three (3) Sergeants and twenty (20) Police Constables were on suspension at year end. Seventy-three (73) internal complaints were brought during the year.

Only nine (9) reports were disposed of by year end. This impacted negatively on public confidence in the ability of the Force to police itself. As a result there was an increase in calls for a discontinuation of the long established practice of police officers investigating themselves. The Barbados Bar Association was among the public voices calling for a new approach on the matter.

Attrition

The Force lost the service of twenty-three officers through death, retirement, medical discharges and that voluntary resignation. Those that died included Inspector Anderson **'Invader'** Bowen, Sergeant 1240 David **'Bolo'** Young; and Police Constables 645 Ernest Mellows, 1081 Anderson Quarless, 1807 Ryan Mascoll and 2085 Darwin Downes. Officers Bowen, Young, Mellows, Mascoll and Quarless succumbed to a variety of ailments, while Constable Downes died from a self inflicted gunshot wound to the head during his initial training at the Regional Police Training Centre.

One Assistant Superintendent of Police, three (3) Sergeants and five (5) Police Constables were medically discharged during the period. These were Assistant Superintendent of Police 174 Rawle Agard; Sergeants 841 Nigel Griffith, 952 Kenrick Yarde 852 Elson Cummins; Police Constables 1108 Desmond Jordan, 1300 Rohan Lynch, 1565 Joseph Alleyne, 1639 Anderson Hutchinson and 1712 Karen Naraine.

Compliance

The work of the Force continued to be negatively impacted by low levels of compliance with documented requirements such as the weekly submission of quarterly, bi-annually and annual returns by stations and formations. In addition, no Kit Inspections, Force Inspections or Station Parades were conducted during the year.

Health/Wellness Programme

The Force maintained its Health and Wellness Programme in 2013. A notable feature of this initiative was the work of a dedicated nurse who conducted approximately one thousand, eight hundred and sixty-three (1863) health screens on a mix of

Types of health check conducted	Number of persons
Elevated Blood Pressure	475
Elevated Random Blood Sugar	242
Elevated Blood Cholesterol	600
Referral to Doctor	68
Discovery of new diabetic	1

police officers and civilian staff. This population comprised one thousand two hundred and three (1203) males and six hundred and sixty 660 females. Fifteen (15) new persons, (five (5) males and ten (10) females) entered the programme during the year.

In 2013 sick leave was recorded in all ranks other than those of Commissioner, Deputy Commissioner and Superintendent of Police. All Divisions were directly affected by the incidences of sick leave with the Bridgetown Division having the highest percentage of

recorded sick leave. Some of the maladies of which police officers complained during the year included:

- Diabetes;
- Hypertension;
- Stress;
- Back related ailments;
- Respiratory ailments; and
- Injuries sustained in vehicular accidents.

Loss of productive man hours

Police operations were again hampered by the loss of productive man hours, due to sick leave. A review of available statistics indicates that in 2013, approximately forty-nine thousand and sixty-five (49,065) productive

DIVISION	YEAR 2012	YEAR 2013	DIFFERENTIAL
Admin. Support	1711	1236	-475
Police Band	1002	525	-477
Bridgetown	19210	15944	-3266
CID	4684	4586	-98
Drug Squad	518	718	200
Northern	7064	8619	1555
Ops. Support	7617	10001	2384
Southern	8449	7142	-1307
Special Branch	722	294	-428
TOTAL	50977	49065	1912

days were lost as a result of a sick leave. This represents a 3.7% decrease over the corresponding period in the previous year when fifty thousand, nine hundred and seventy-seven (50977) sick days were recorded.

Technology

The Force continued without the use of a well defined plan to integrate the use of information, communications and technology. As a result, the main focus continued to be the development of network capability across the Force, the maintenance existing stock and the acquisition of outstanding stock. This approach also resulted in Telecommunications continuing to operate as a stand-alone element, Operations Control and the Command Centre existing without meaningful connectivity and members of some departments resorting to the development of databases without any input from the Computer Unit. One of the unfortunate outcomes from this approach was a fragmented and disjointed approach to the use of technology across the organisation.

Awards

The Operations Support Division demonstrated its understanding of the importance of recognizing and rewarding employee contribution to the achievement of organisational goals by recognizing several of its officers with the award of CCTV Operator of the month.

Recipients of the Employee of the Month Award		
SER	MONTH	OPERATOR
1	January	SC 379 Clarke
2	February	PC 1545 Bynoe
3	March	PC 1725 Scantlebury
4	April	PC 1775 Hoyte
5	May	SC 379 Clarke
6	June	PC 2029 Forde
7	July	PC 1751 Edghill
8	August	PC 123 Alleyne
9	September	PC 2029 Forde
10	October	PC 2029 Forde
11	November	SC 379 Clarke
12	December	PC 1580 Walcott

Several officers were rewarded with Commendation Certificates for outstanding work during the review period, while others were awarded Service Medals for outstanding conduct over a period of ten or more consecutive years. (see chart overleaf)

AWARDS	ACP	DOM	S/SUPT	SUPT	ASP	INSP	S/SGT	SGT	PC	Total
Commendations							1	3	14	18
Service Medal	2	1	4	5	5	26	25	55	51	174
TOTAL	2	1	4	5	5	26	26	58	65	192

Asset procurement and management

Police operations and levels of efficiency were at times compromised by the less than timely availability of replacement stock in critical items such as uniform, stationery, Daily Diaries and other supplies. In most instances the offending issue was linked to either:

- 1) the failure to maintain acceptably minimum levels of stock;
- 2) Difficulties in executing contractual arrangements;
- 3) Failure to have the office of the Quarter Master utilising a fully computerised inventory control system; or
- 4) Failure to properly schedule printing arrangements with the Barbados Government Printery;

The discontinued use of scheduled Kit Inspection resulted in a complete loss of accountability, at the individual level, for items of uniform and other accoutrements.

Police Association

The Police Association, though not as vibrant as in past years, continued to provide support for its membership through representation on issues such as welfare and accommodation.

Police Sports Club

The effectiveness of the Police Sports Club as a social outreach mechanism for its membership was severely undermined by continuing financial difficulties and issues pertaining to leadership.

Force Conferences

No Grand Conference or other major internal conference was held during the year.

Parades

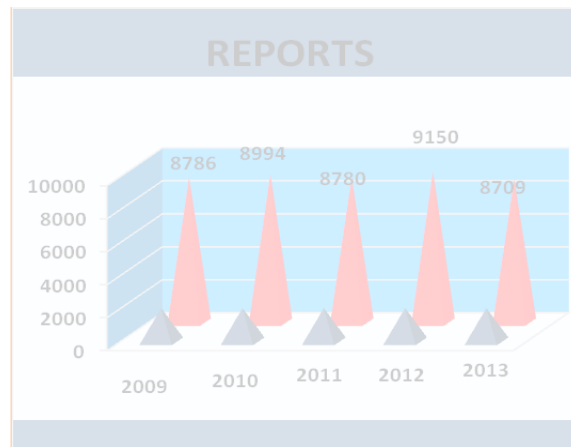
No station parades were held during the year. However, the Force was represented at events such as the Opening of the Continuous Assizes, the Memorial Day Parade and the Independence Parade. The Annual Commissioner's Parade was also observed during the year.

COMPOSITION OF POLICE WORK FORCE						
RANK	Establishment	Strength	CIVILIAN POSTS	TOTAL	MALE	FEMALE
COP	1	1	Senior Accountant	1	0	1
DCP	1	0	Accountant	1	0	1
ACP	4	3	Assistant Accountant	3	1	2
DOM	1	1	Executive Secretary	1	0	1
S/Supt	7	4	Stenographer Typist	13	0	13
Supt	9	7	Clerical Officer	26	3	23
DDM	1	0	Clerk/Typist	4	0	4
ADOM	1	0	Telephone Operator	12	0	12
ASP	15	13	Operator	2	2	2
Inspectors	48	38	Mechanics	5	5	0
S/Sgt	73	66	Car park Supervisor	2	2	0
Sergeant	266	249	Car park Attendant	20	6	14
Police Constable	1040	975	Messenger	2	0	2
Band Apprentice	0	0	Electrician	1	1	0
Special Constable	61	61	Traffic Warden	14	1	13
TOTAL	1528	1418	Victim Support Officer	15	2	13
			General Worker	13	3	10
			School Warden	52	0	52
			Island Constable	93	61	32
			Watchman	2	2	0
			Nurse	1	0	1
			Chaplain	3	1	2
			Public Medical Officer	4	2	2
			Groom	3	3	0
			TOTAL	337	106	231

CRIME MANAGEMENT

Analysis of Crime

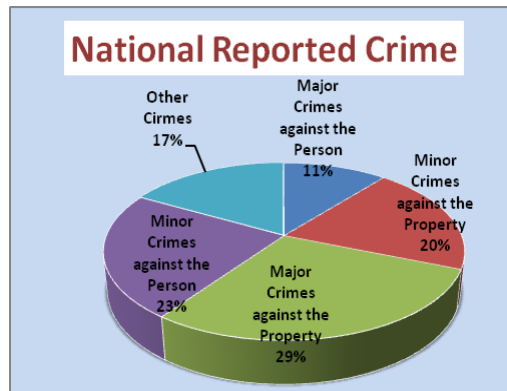
A review of its performance in 2012 enabled the Force to set itself a number of targets, for the pursuant year that included an overall reduction of crime. A review of its operational performance indicates that the Force recorded satisfactory progress with the management of crimes such as aggravated burglary, robbery, firearm enabled crime, theft related crime and



assault with intent to rob. It is imperative to note that the cumulative policing effort for the period resulted in the lowest level of crime being recorded for the period 2009 – 2013.

Statistics indicate that in 2013 eight thousand, seven hundred and nine (8,709) crimes were recorded, a 4.8% decrease in total reports when compared to the corresponding period in 2012, when nine thousand, one hundred and fifty (9,150) crimes were recorded. Analysis of the available data indicates that some of the categories of crime in which there were significant decreases in offending include robbery (33%); aggravated burglary (27.1%); and theft (35.1%). There was also a marginal decrease in offending against visitors where two hundred and eighty-three (283) crimes were reported for the year as compared to three hundred and seven (307) for the corresponding period in the previous year. The gains registered by these decreases were eroded by increases in some categories of offending such as murder (24 reports in 2013 as compared to 21 in 2012); a 10.9% increase in sex related crimes; and an 18% increase in drug related crimes.

The national overview of reported crime for the year 2013 indicates that forty-nine percent (49%) of offending was against property, (29% major crime and 20% minor crime); while thirty-four percent (34%) of offending were crimes against the person. Seventeen percent (17%) of recorded crime was recorded in categories such as drug related offences and breaches of the peace. Chart 2 at right shows the major components of recorded crime for 2013.



When sub-divided into specific categories, the category of minor crimes against the person had the highest volume (approximately 29%) of all recorded crime. This was closely followed by the categories of major crimes against property and theft related wherein 28% of reports were made in each category. Further analysis of the available statistics indicates that as a subcategory residential burglary accounted for the highest volume approximately 17.9% of recorded crime, closely followed by the category of assaults\wounding wherein 16% of reports were made.

Analysis of the movement of crime in the period under review indicates that, when compared to the same period in the previous year, there was a significant decrease (21%) in major crimes against the person; and a (5%) decrease in minor crimes against the person. There was a 10% increase in sex related crimes. A comparable analysis of crimes against property indicates that while there was a 2% increase in major crimes against property, there was a significant (19.1%) decline in the broad category of theft related crimes

Economic cost of crime

One of the unfortunate realities of crime is the economic cost associated with offending through the commission of crimes such as burglary, robbery and theft. The accompanying table provides a limited outline of the economic cost of crime in different station areas:

SAMPLE OF ECONOMIC COST OF CRIME		
STATION/DIVISION	VALUE STOLEN	VALUE RECOVERED
Central Police Station	\$1,584,923.75	\$38,157.20
District A Police Station	\$1,867,919.00	\$171,505.07
Hastings Police Station	\$718,853.00	\$66,556.27
Worthing Police Station	\$635,876.94	\$117,568.30
Northern Division	\$2,391,391.47	\$98,595.50
District B Police Station	\$577,030.70	\$28,535.00
District C Police Station	\$1,131,014.38	\$61,604.84
Oistins Police Station	\$1,985,959.00	\$43,932.00
TOTAL	\$10,892,968.24	\$624,454.18

Geographic Spread of Crime

Fifty-three percent of recorded crime was reported in the Bridgetown Division with 17% of all offences occurring in the Central Police Station area. Additionally, twenty-six percent of recorded crime occurred in the Southern Division while the remaining reports were recorded in the Northern Division. Central, District "A", Oistins, Holetown and Black Rock were the police stations recording the highest number of crimes with 1532, 1317, 815, 782 and 776 reports, respectively being made at each. The lowest level of crime (123 reports) was recorded at Belleplaine Police Station.

Detection

Mixed results were obtained from the combined investigative efforts of the Force. For example, while the Force solved all of its drug related crimes and established 75% detection rate for murder, it was only able to record 2.9%, 2.4% and 6.3% detection rates from theft from motor vehicle, theft of livestock and sacrilege respectively. Of concern was the fact that of the 1601 residential burglaries reported, only 233 or 13.9% were solved by the police. Similar concerns were also noted where only 70 or 19% of the 372 robberies reported, and 473 of the 2033 theft related reports were cleared. Cumulatively, only 455 of 2516 reports of major crimes against property were cleared at the end of the year. Major crimes against the property include offences such as residential burglary, commercial burglary, sacrilege, arson and criminal damage.

Persons charged

Approximately three thousand, two hundred and ninety-seven (3,297) persons were arrested and charged during the year as compared to two thousand, two hundred and sixty-four (2,264) in the previous year. One thousand, seven hundred and sixty-eight (1,768) repeat offenders were processed during the review period.

Analysis of Crimes Against Property

The management of burglary related incidents continued to be one of the major challenges to the Force during the review period. The responses to this challenge included the continued use of the Anti- Burglary Initiative (Operations Safe Homes), the monitoring of prolific offenders and the introduction of new legislation. Having determined that there was a direct correlation between crimes against property and the trade in cash for gold, a legislative intervention (Old Metal and Precious Metals Act) was obtained to specifically regulate the trade in used and precious metals. The anticipated outcomes were not immediately forthcoming as at the end of the year there was a 3.4% increase in burglary. However, it must be noted that there was a significant decrease

(59.8%) in incidents of theft from the person and an equally significant decline (59%) in handling stolen property.

Analysis of Crimes Against the Person

There was a correlation of the mix of policing strategies during the year and the resulting outcome of decreases in classes of offending such as robbery, assault with intent to rob, aggravated burglary and reports of wounding/assaults.

These strategies included increased police presence in identified hotspots, the

CRIMES AGAINST THE PERSON					
Crime Classification	Years				
	2009	2010	2011	2012	2013
Murder	19	31	27	21	24
Serious Bodily Harm	200	235	177	205	212
Endangering Life	29	37	28	25	25
Robbery	383	487	471	555	372
Assault With Intent to Rob	28	42	45	60	38
Aggravated Burglary	77	70	97	70	51
Rape	68	63	70	53	62
Assault With Intent to Rape	4	1	7	7	2
Sex With Minor	28	21	19	28	31
Indecent Assault	46	59	61	61	66
Assaults/Wounding (Minor)	1532	1505	1369	1498	1439

monitoring of prolific offenders and the use of a robust public relations campaign. Notwithstanding the reductions achieved through these initiatives were undermined by marginal increases in offending such as rape, serious bodily harm and sex with minors.

Crimes involving Juveniles

The prevalence of juveniles involved in crime continued to be a source of concern with one hundred and sixty-five (165) reports being recorded in the period under review, as compared to ninety-six (96) for the corresponding period in the previous year. Increases were noted in all categories of offending with *minor assaults* and *other offences* being the

major contributors with 41 and 52 reports, respectively. Fifteen (15) 15 drug related offences were recorded, in comparison to 5 for the previous year; Twelve (12) reports of serious bodily harm and 1 report of murder were recorded in the period under review.

Firearm Enabled Crime

The availability and use of illegal firearms continued to be a challenge for local law enforcement, with robbery, aggravated robbery and endangering life being the most

FIREARMS ENABLED CRIMES							
YEAR	Murder	Robbery	Assault with Intent to Rob	Aggravated Burglary	Endangering Life/Shooting With Intent	Other Crimes	TOTAL
2009	9	102	4	48	9	35	207
2010	10	128	9	30	14	57	248
2011	14	93	8	39	39	56	249
2012	6	112	2	32	22	54	228
2013	9	104	4	21	22	75	235

prevalent offences committed with these weapons. Statistics indicate that there was a marginal (2.5%) increase in firearms enabled crimes, with 102 robberies, 22 reports of endangering life, 21 aggravated robberies, 75 other crimes and 9 murders being committed with the use of firearms.

No real progress was made towards the development of synergy to sustain combined intelligence sharing and operational capability. This resulted in the continued exploitation of weaknesses in the security network at ports of entry by persons with criminal motivation. Despite these challenges, police were able to mount initiatives that resulted in the seizure of seventy-eight (78) firearms during the year, with one case resulting in the prosecution of three persons for the possession of eighteen (18) unassembled firearms. One thousand, six hundred and eight (1,608) rounds of ammunition were seized during investigations.

Theft related incidents

This category of offending accounted for two thousand and thirty-three (2,033) cases, which equates to twenty-two percent (22%) of all reported crime. Of particular concern in this category of offending were the incidents of theft from motor vehicle (335), theft from the person (210) and fraud related offences (108). The economic cost to Barbadians through fraud was extremely high as evidenced by the reported loss of approximately \$8,020,932.56 through a variety of methods. It is of interest to note that an emerging trend was the targeting of places of businesses owned by the Crown, such as the Central Bank of Barbados, the Immigration Department, the Barbados Licensing Authority, the Government Electoral Office, the General Post Office and the Treasury Department. In some instances the reported fraud was effected through the combined efforts of unscrupulous employees and members of the public who acted in consort to exploit security vulnerabilities.

Money laundering

Forty-eight (48) matters pertaining to money laundering were investigated by the Financial Crimes Investigation Unit, resulting in three persons being charged with money laundering and one person being charged with the retention of United States Currency without the permission of the Central Exchange Authority. Some of the investigative challenges identified by the unit include:

- 1) Absence of legislation to provide for the sharing of financial assets obtained by other jurisdictions on conviction of accused persons, even though the RBPF assisted with the investigation;
- 2) Absence of a Forensic Accountant; and
- 3) Limited training in the preparation of confiscation orders.

Drug Related Activity

Statistics indicated that Barbados continued to be a market for cannabis and a transshipment point for cocaine. Trend analysis pointed to an increase in the local cultivation

of
cannabis.
In 2013
there was
an 18%
increase in
the
number of
drug

	CANNABIS					COCAINE				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Possession	510	477	445	387	562	36	26	35	26	29
Cultivation	16	36	30	50	49	0	0	0	0	0
Importation	20	31	54	64	36	10	6	3	6	12
Exportation	0	2	0	1	1	0	8	0	1	2
Trafficking	81	82	58	62	56	10	16	5	7	9
Offering to Supply	78	77	56	57	53	6	9	2	6	7
Apparatus	2	2	0	2	1	61	58	65	76	62

related offences, with eight hundred and seventy-nine (879) drug related offenses being recorded in comparison to seven hundred and forty-five (745) cases being recorded in the previous year.

As in previous years, law enforcement efforts to disrupt local organised drug related activity were led by the Drug Squad and the combined efforts of the Police Marine Unit, the Barbados Coast and the air wing of the Regional Security System. These initiatives, which primarily focused on the importation of large quantities of marihuana and cocaine, were supplemented by community interventions delivered under the D.A.R.E Programme.

Some of the outputs from these initiatives included the following:

- The successful interception of fourteen (14) drug landings;
- The seizure of 4874.107 kilogrammes of marihuana;
- The seizure of 66.676 kilogrammes of cocaine;

- The seizure of thirty three (33) firearms and nine hundred and twenty-seven (927) rounds of ammunition by the Drug Squad;
- The seizure of seven (7) vessels;
- The destruction of 13715.07 kilogrammes of cannabis, 26.3 kilogrammes of cocaine and twenty-one thousand, two hundred and thirty-three (22,233) cannabis plants.

Two hundred and ninety eight (298) persons, including two hundred and fifty-five (255) Barbadians, were charged by the Drug Squad for drug related offences.

Crimes Against Visitors

Barbados' increasing dependence on tourism as a major earner of foreign exchange resulted in the continued use of special strategies to minimise harm to this sector. These led to the delivery of a mix of law enforcement initiatives that relied on the use of resources involving law enforcement intervention from the Royal Barbados Police Force, the Barbados Defence Force, the

Sample of Tourist related crimes	2009	2010	2011	2012	2013
Murder	1	0	0	0	0
Serious Bodily Harm	1	2	2	1	2
Wounding (Minor)	2	3	3	2	1
Harassments	0	0	1	1	0
Rape	0	3	3	1	0
Other Sex Crimes	0	3	3	0	6
Robbery	13	22	28	36	33
Assault With Intent To Rob	5	6	10	5	1
Aggravated Burglary (Accom)	4	3	5	5	3
Burglary In Dwelling House	68	59	100	109	133
Burglary Other	0	7	0	0	0
Theft From Motor Vehicle	5	0	4	10	9
Theft From Person	12	20	33	47	27
Theft From Beaches	33	31	39	31	12
Other Theft	18	22	28	47	38
TOTALS	162	181	259	295	265

National Conservation Commission and private security firms. Most of these

interventions focused on the use of dedicated patrols and high security presence in vulnerable areas. Technology, through the use of dedicated close circuit televisions in public spaces, was also utilised as a crime detection and prevention tool.

Statistics indicate that there was a (7.8%) decrease in total offending against visitors, with two hundred and eighty-three (282) reports received during the review period, as compared to three hundred and seven (307) in the previous year. The most prevalent crimes committed against visitors were burglary in accommodation (140), theft related incidents (99) and robbery (31).

Of the two hundred and eighty-two (282) visitors who were victimized during the year, one hundred and twenty-seven were British, while forty-eight (48) were from the United States of America and forty-five (45) were from Canada.

One of the more disturbing incidents of crime against tourists involved the shooting of two British visitors in Bridgetown on March, 17th, 2013. Police investigative reports indicated that the visitors, one female (age 59) and the other a male (age 72), were both shot and robbed by a male suspect as they strolled through the City on a Sunday afternoon. Both victims were treated and detained at the Queen Elizabeth Hospital. The two were passengers aboard a cruise ship that had made a stopover in Barbados. A local male was later arrested and charged with several offences that included robbery and inflicting actual bodily harm.

For the period January to December 2013, thirty eight (38) visitors were charged with offences such as possession of cannabis, possession of cannabis with intent to supply, importation of either cannabis/cocaine, trafficking in either cannabis or cocaine, money laundering, unlawful possession of a firearm, assault, theft, arson and indecent assault. Jamaican nationals accounted for the majority of these offences with eleven (11) being

charged mainly for possession of cannabis, possession with intent to supply, importation and trafficking.

CRIMES AGAINST TOURISTS													
OFFENCES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
A.O.A.B.H	0	0	0	3	0	0	0	0	0	0	0	0	3
AGGRAVATED BURGLARY	1	0	0	2	0	0	0	0	0	0	0	0	3
ASSAULT	1	0	0	0	0	0	1	0	2	0	1	0	5
ASSAULT W/INT TO ROB	0	0	0	0	0	0	1	0	0	0	0	0	1
BURGLARY	11	16	15	11	14	6	12	10	12	10	8	11	136
DISORDERLY BEHAVIOUR	0	0	0	0	0	0	0	0	0	0	0	1	1
INDECENT ASSAULT	0	0	3	2	0	0	1	0	0	0	0	0	6
LOITERING	0	1	0	0	0	0	0	0	0	0	0	0	1
LOITERING W/INTENT	0	1	1	0	0	0	0	0	0	0	0	0	2
ROBBERY	6	6	5	1	3	2	0	1	2	1	2	4	33
SERIOUSLY BODILY HARM	0	0	2	0	0	0	0	0	0	0	0	0	2
SERIOUS INDECENCY	0	0	1	0	0	0	0	0	0	0	0	0	1
THEFT	3	1	4	3	4	5	2	5	2	0	3	7	39
THEFT FROM BEACH	3	2	4	2	0	0	0	1	0	0	2	3	17
THEFT FROM M/VEHICLE	1	0	3	2	1	0	1	0	0	0	1	0	9
THEFT FROM PERSON	5	5	5	2	3	2	0	0	0	0	1	0	23
TOTAL	31	32	43	28	25	15	18	17	18	11	18	26	282

FLEET MANAGEMENT

Staff and command

Management of the Force's transportation system was entrusted to Station Sergeant 1047 Dottin who served as Fleet Manager. He was assisted in his duties by one (1) Sergeant, eight (8) Police Constables and seven civilians. This staff included one (1) Workshop Foreman, seven (7) mechanics and three (3) Apprentice Mechanics.

Status of fleet

The Force's fleet comprised two hundred and thirty (230) vehicles that included one hundred and seventy-nine (179) vans, one (1) mobile unit, thirty-seven (37) motor cycles, five (5) buses, six (6) motor cars and two motor lorries. Measures for control included the maintenance of an automated fleet management system, a commitment to the timely acquisition of replacement parts and supplies and continued investment in driver and mechanic training. At the end of the year, two hundred and twenty-five (225) vehicles remained serviceable while five (5) were deemed to be unserviceable.

New acquisitions

Thirty-one (31) new vehicles were acquired during the review period. Included in the new acquisitions were eighteen (18) Suzuki Grand Vitara vans, three (3) Isuzu DMAX vans and two (2) Honda CRV motor vans.

Age of fleet

One hundred and forty-five (145) or 63% of the Force's mobile fleet has been in service for five or more years, while thirty-two (32) and fifty-three (53) have been in service for periods ranging from three to five, and one to two years, respectively

Cost of operations

At the end of the year, the cost of fleet maintenance stood at \$2,214,033.83. The specific areas of contribution to this cost were:

- 1) Repairs: \$154,380.75
- 2) Parts: \$443,445.21
- 3) Labour: \$42,349.43
- 4) Fuel: \$1,573,858.44

Accidents involving police vehicles

Seventy-one (71) police vehicles were involved in accidents during the year. Nine (9) of the accidents involved injury, while sixty-two (62) were without injury. Most of the accidents involved the Suzuki Vitara, a most likely outcome as this type of vehicle accounted for over 60% of the Force's mobile fleet. Drivers involved in accidents were subjected to retraining where this was found to be a required intervention after the appropriate investigation

Accidents Involving Police Motor Vehicles				
Type Of Vehicle	Fatal	With Injury	Without Injury	Total
Motor Car	0	0	0	0
Nissan X-Trail	0	1	14	15
Suzuki Vitara	0	5	37	42
Nissan Frontier	0	0	0	0
Nissan Patrol	0	1	1	2
Nissan Urvan	0	0	2	2
Motor Cycle	0	2	6	8
Omnibus	0	0	1	1
Truck	0	0	1	1
Total	0	9	62	71

POLICE OPERATIONS

The work of the Force involved a number of planned police operations that were organized and delivered by a number of specialised units that included the Drug Squad, the Anti-Gang and Firearms Unit, the Canine Unit and the Marine Unit.

Special Services Unit

The Special Services Unit continued to enjoy local acclaim as being one of the more elite departments in the Force. Most of this popular sentiment can be linked to public appeal that appreciates the high standards of discipline, a commitment to professionalism and the successful outcomes achieved by the unit over the years. In 2013 the main elements of the Special Services Unit were The Task Force, The Canine Unit, The Marine Unit; and The Explosive Ordinance Department/Bomb Disposal Unit

Assistance with operations

In addition to initiating internal within its unit, the Special Services Unit also provided logistical and operational support to a number of departments, stations and formations during the review period.

Division/Formation	Warrants	Operations
Northern Division	10	5
Southern Division	3	3
Bridgetown Division	5	2
Criminal Investigation Dept.	6	-
Firearms And Gangs Unit	150	5
Narcotics	70	6
Special Services Unit	86	20
TOTAL	330	41

Such support included the assistance with the execution of two hundred and forty-three (243) search warrants and twenty-one (21) other operations. The unit also conducted over five thousand (5,000) combined street and vehicular searches, recovered seventeen (17) firearms, investigated four hundred and one (401) criminal complaints, recorded two hundred and thirteen (213) traffic offences, discovered two thousand, four hundred and thirty-three (2,433) grammes of marihuana, twenty (20) grammes of cocaine, seven

hundred and forty-three (743) marihuana plants; and responded to one thousand, and ninety-four (1,094) miscellaneous calls for service.

Canine Unit

The Canine Unit operated with a staffing complement of one Station Sergeant, (1) Sergeant, eleven (11) Police Constables and twelve (12) canines. Despite a relatively small staff, the unit performed creditably in providing support to a number of stations and formations across the Force.

LIST OF CANINES IN RBPF	TOTAL
General Purpose/Explosive Search	03
General Purpose	05
Drug Search/Firearms	04
TOTAL	12

The General Purpose Section of the unit conducted crime prevention patrols across all Territorial Divisions. In addition, members of this section provided response support to departments such as the Drug Squad, while assisting with operations such as sweeps, raids and the execution of search warrants. Specialised support was provided by the Narcotic Canine Section while the Explosive Search Dog responded to Bomb threats at Government and private sector facilities. Security clearances were carried out at venues for major conferences, public functions, where VIPs were in attendance, as well as the Bridgetown Courts and at the Sea Port.

Command Centre

In 2013, the Command Centre operated under the supervision of Station Sergeant 417 Archer. Its complement was S/Sgt. Archer was the SPO i/c of the Command Centre during 2013. Staffing at the Command Centre increased from fourteen (14) at the beginning of 2013, to twenty (20) at the end of the first quarter before decreasing to seventeen (17) in the last quarter of the year. The Command Centre not only provided surveillance as part

of the general crime prevention strategy but also provided invaluable assistance in the investigative effort.

Marine Unit

The Marine Unit performed under the command of Station Sergeant Broome. As a unit personnel conducted a range of operations that included the provision of security in the maritime environment, search and seizure operations, the seizure of illicit drugs and the execution of search warrants. A notable feature of the success of this unit was the seizure of five thousand, five hundred and seventy-eight (5,578) pounds of marihuana and the seizure of eight (8) vessels during drug interdiction operations.

OPERATIONAL OUTPUT OF MARINE SECTION	
DRUGS OPERATIONS	60
SECURITY DUTIES AT SEA	10
SEARCH AND RESCUE OPERATIONS	3
SCUBA DIVE OPERATIONS	6
SEARCH WARRANTS	21
MARIJUANA PLANT ERADICATION	30
SEA EGG OPERATIONS	5
TOTAL	135

PLANT MANAGEMENT

Police services were primarily delivered from fixed locations that included thirteen police stations, three ports of entry, a dedicated criminal investigation facility, two dedicated intelligence gathering facilities and a centralised administrative facility. The challenge was ensuring that facilities were maintained at a standard that added value to the work of their occupants. Efforts were made to achieve this objective through scheduled maintenance, industrial cleaning and the use of interventions to reduce environmental hazards.

Upgrades to police facilities

No new police stations were constructed during the period. Measures were taken to improve security at affected stations through the installation of chain link fences. Belleplaine and Holetown police station benefitted from this initiative.

For the purpose of reducing existing heat levels, air-condition units were installed at Crab Hill, District E, Holetown, Worthing police stations and at the Forensic Scenes of Crime Unit. The air-condition unit at the Criminal Investigations Units was also serviced during the period.

General maintenance that included repairs to several roofs and the servicing of windows was conducted at Belleplaine, Crab Hill, Holetown, District C and the Glebe police stations.

Preconstruction work commenced at a site identified as the location of the new District D Police Station.

A solar water heater was installed at the Glebe Police Station, while a water pump was installed at Central Police Station.

Substantial upgrade, that included the installation of twenty-six (26) hurricane shutters, was effected at the Drug Squad. Some repairs were made to the Traffic Department, the Police Band Headquarters and the Criminal Investigations Department, District A Station Complex.

Accommodation

Despite the use of a dedicated plant maintenance programme, the work of the Force continued to be constrained by the fact that some operational and administrative facilities remained scattered across the country. Those most affected were the Criminal Investigations Department that operated from locations that included Roebuck Street, District A Complex, the Glebe St. George and Pinfold Street; Police Headquarters continued to operate from a rented facility at Roebuck Street. The Community Relations Department also operated from a rented facility at Sugar Cane Mall, Roebuck Street, St. Michael. Meanwhile, The Forensic Scenes of Crimes Unit continued to occupy space originally identified for the Quarter Master Stores. The Marine Unit continued to occupy space in a section of the old Police Headquarters that is scheduled for substantial renovations. Much of this dislocation was linked to the slow pace of completing developmental work at Central Police Station.

Inadequate accommodation for personnel remains a perennial complaint. This was most notable at Central Police Station where personnel who were formerly housed in two barracks, continued to be quartered in a barrack with limited physical space. The situation was made more egregious by the absence of adequate sleeping or resting facilities for the large number of personnel at this location. The problem becomes most acute during leave stoppage in circumstances such as hurricane impact or the policing of major events.

Personnel at CID Central continue to occupy a prefab building on the compound of District "A" Police Station. This building serves as offices for the Inspector, Station Sergeants and Sergeants and Constables; as the holding area for suspects; it is the location for interview rooms; serves as lunchroom, rest area and as a facility for storage.

The continued use of this facility not only continues to present a challenge to the well-being of officers, as evidenced by the reported cases of respiratory illnesses, but it also severely impacts the ability to properly plan operations, to efficiently manage investigations and to efficiently manage the rights of suspects as it relates to access to private communication with counsel. Further, the use of this facility negatively impacts on employee morale as its presence invites feelings of neglect, whilst the limited accommodation it provides, for members of the public, significantly retards the full development of a comprehensive customer service model.

The Forensic Scenes of Crimes Unit (FSCU) office has adequate working conditions. The building is now connected to the emergency electricity supply system and there is no longer a problem when there is an interruption to the power supply. The leaking water heater on the roof of the building has been repaired. Two new air condition units were installed in the AFIS room. However there is an existing problem with similar units in the main office. Additionally, the issue of an area to be used for the purpose of storing exhibits and an area for the carrying out of chemical searches is still outstanding.

The Forensics Scenes of Crime Unit is located on the first floor of the building which houses the police canteen. There is no emergency exit attached to this building and this situation needs to be rectified without further delay. This requirement was brought out during a scheduled inspection by personnel from the Barbados Fire Service.

The office of the Certificate of Character was painted during the year. However, there were four instances when the office was closed due to water leaking from either a sewage pipe, the overflow from the air-condition unit or the roof of the building.

The offices of the Ballistic Examiners, Criminal Records Office, Crime Intelligence Unit and Forensic / Prison Liaison Officer are housed in the same building and have enjoyed relatively good physical conditions. However, issues such as inadequate furniture and the need for filing cabinets remained outstanding at the end of the year. There is also the need for a test firing area for the ballistic examiners since there is some difficulty in accessing the storeroom, where this operation is performed on weekends and bank holidays.

Canine

The fans that provide added ventilation to the kennels are all burnt out. It is recommended that these fans be replaced with Heat Extractors. A report was submitted about a rotting tree which is situated in the kennels' running area. It is a potential threat to the safety of the personnel, dogs and physical structure of the kennels and urgently needs to be addressed. There is a need for proper lighting at the rear of the kennels to the running areas and at the entrance of the kennels for added security.

Car Parks

There are three car parks operating at present, situated at Coleridge Street, Hincks Street and Lower Wharf.

Coleridge Street: The floor and entrance booth at the location were repaired during the year.

Hincks Street: The booth at Hincks Street car park is still without electricity. The building was wired by the Government Electrical Department but due to financial challenges the work remained incomplete at year end.

Lower Wharf: The Lower Wharf car park was repainted by the Ministry of Transport and Works.

Telecommunication Unit

Accommodation in the Workshop office remains adequate. Shutters for the windows to this department are necessary since some of the management equipment for the communications system is housed there and should be protected. Some of the tiles for the ceiling of the roof were changed and areas of the roof were patched. The building leaks during the seasonal rain season.

Equipment and spares for the Trunked Telecommunications System occupies the equipment room. Electrical and electronic equipment is still stored in rooms in the condemned CID building. A new building or container should be acquired for that purpose. There is a container previously used as a mobile station which was identified as a suitable facility to store items. An effort was made to obtain funds to repair the container, but because of the long delay in acquiring the funds it has resulted in further damage beyond the scope of the initial funds acquired. There is also a need for security grills for the workshop and equipment room to help in the security.

A repair bay where personnel can work comfortably on vehicles is still required. Some work on vehicles is done in the back yard at Central Station in an area identified as the garage. However, the equipment housed there has to be taken out to facilitate the repairs to vehicles.

Special Services Unit

The building that houses the SSU is plagued with a perennial problem of a leaking roof which results in the barrack areas being flooded out during heavy rainfall. This situation is very distressing and dangerous for persons having to traverse the barrack areas. The security fence is in need of repairs. The absence of a rear access to the building is of concern to the members in relation to evacuation and a security posture.

Motor Transport

There remain some issues with the building that houses the Operational Support Divisional office and the Motor Transport Section. These issues are:-

- ❖ The roof of the upper office and the workshop leaks;
- ❖ The water heater need repairs;
- ❖ The workshop needs rewiring. The lights in the workshop do not work due to improper wiring.
- ❖ The lights in the gas bay are not working, resulting in low visibility at the gas pumps at night.

During the year 2013, some remedial building maintenance was carried out at the Command Centre in order to remedy leakage from the roof. The roof no longer leaks however there is need for some interior ceiling repair where it was previously leaking. This situation has been drawn to the attention of Commander Dowridge of the Integrated Coastal Surveillance System. Three (3) plumbing fixtures are still in need of minor repairs.

During the period under review maintenance of the CCTV System, office and field equipment was carried out by the staff of the Command Centre with the assistance of services and equipment from the Barbados Port Authority, Ministry of Transport and Works and the Government Electrical and Engineering Department

To-date maintenance has been conducted in the following area

- Cleaning of Cameras
- Repairs at Camera Sites
- Repairs at Hub sites
- Re-calibration of wireless links
- Upgrades to Computer Operating Systems

There were no upgrades to the CCTV Network or System during the year 2013, however initial site visits were completed along the West Coast and Warrens areas, in pursuit of a likely 2014 project. This project will fall under the auspices of the Barbados Tourism Investment Incorporated. The Barbados Hotel and Tourism Association (BHTA) and Tourism Development Cooperation (TDC) have also expressed an interest in this project.

Incomplete works and security challenges

The following is a synopsis of some of the unresolved issues at the end of the year

- (a) At Hometown Police Station some of the outstanding complaints include:
1. Need for the establishment of surveillance cameras;
 2. Need for the installation of electronic arms to a gate on the northern side of the premises;
 3. Need for a lateral extension of the perimeter fence; and
 4. Need for repairs to the facility that houses the emergency plant
- (b) At District F Police Station, there was a call for the installation of an emergency exit from the upper level of the facility
- (c) The holding cells and the interrogation rooms at Belleplaine were in need of retrofitting to facilitate the proper control and security of prisoners and suspects;
- (d) Personnel at the Airport Police Station were unduly affected by the odour of aviation fuel;

(e) Challenges at District B Police Station include:

- 1) Compromised security due to insufficient lighting along the perimeter walls of the compound;
- 2) The infestation of a container for exhibits by wood ants;
- 3) A derelict door at the entrance to the storeroom; and
- 4) Signs of diminished structural integrity in some interior walls of the building

(f) At District C Police Station, the perimeter wall, which was damaged by a hurricane in 2008, remained in need of repair; while

(g) Hastings Police Station remained in need of bathroom facilities for prisoners and suspects.

Security at Central Police Station continued to be severely compromised by the inadequacy of personnel allocated to the facility. During the year, it was the norm to find Central Police Station without a sentry during the day and at vulnerable times such as night, weekends and public holidays.

ROAD POLICING

As in previous years, resources had to be efficiently and effectively utilised in the management of challenges that included, but were not limited to, the following:

- (1) The general policing of road networks that continued to be impacted by a sustained increase in traffic volume;
- (2) The policing of specific roads that were affected by road construction and other forms of physical development;
- (3) Continued indiscipline by drivers and operators of public service vehicles;
- (4) General enforcement of applicable legislation;

These interventions were supplemented by educational initiatives that included the use of the media and interest groups from within the business community.

A general reduction in all categories of accidents was one of our strategic objectives at the commencement of the year. This objective was not met for while decreases were recorded in the categories of fatal accidents, serious accidents and accidents with slight injuries, there was a

marginal (1.4%) increase in accidents without injury.

Statistics indicate that in 2013 seven thousand, four hundred and five (7,405) accidents were recorded,

TABLE OF RECORDED ACCIDENTS						
	NORTH		BRIDGETOWN		SOUTH	
	2012	2013	2012	2013	2012	2013
Fatal	4	4	11	4	10	9
Serious injuries	26	24	45	44	31	27
Slight injuries	416	416	1034	1008	586	568
Without injuries	982	1021	2093	3131	1159	1149
TOTAL	1428	1465	3993	4187	1786	1753

as compared to seven thousand, two hundred and seven (7,207) reports for the corresponding period in the previous year. There were eighteen (18) fatal accidents, ninety-five (95) serious accidents, one thousand, nine hundred and ninety-two (1,992)

accidents with slight injuries and five thousand, three hundred (5,300) accidents without injuries.

Vehicles involved in accidents

Other than an indicator of social development, access to transportation can also be considered as indicative of the national commitment to share the responsibility for the movement of people, goods and services. Unfortunately, an unintended outcome of such development can be the number of motor vehicle collisions, some of which result in the loss of life and damage to property. In 2013, one hundred and thirty-four thousand, two hundred and forty-six (134,246) motor vehicles were registered with the Licensing Authority of Barbados. Of this number, fourteen thousand, nine hundred and forty-three (14,943) were involved in accidents.

Analysis of the statistics indicates that private motor cars continue to be the most prevalent category of motor vehicle involved in collisions with a total of ten thousand, nine hundred and eighty-eight (10,988) vehicles so involved. Of this number, fourteen (14) were involved in fatal accidents, while sixty-nine (69) were involved in serious accidents. The classification of motor-vans recorded one thousand and seventy-eight (1,078) accidents, of which five (5) were fatal. There were one hundred and seventy-three (173) motor-cycles involved in accidents, four (4) of which were involved in fatal accidents. It must be noted that on several occasions there were accidents in which more than two vehicles were involved.

Fatal Accidents

For the period under review, there were eighteen (18) fatal accidents, a decrease of seven (7) when compared to the corresponding period the previous year. Analysis of the dispersion factor indicates that four (4) of these accidents occurred in the Bridgetown Division, (a decrease of seven (7) over the corresponding period in the previous year); while nine (9) were recorded in the Southern Division and five (5) were recorded in the Northern Division.

Comparison of fatalities from Fatal Accidents		
Fatalities	2012	2013
Driver	8	6
Passengers	9	0
Pedestrians	6	7
Motor Cyclists	5	3
Pedal Cyclists	-	2
Total	28	18

Reported fatal accidents decreased by (1) in 2013, when compared to the volume recorded in 2012, while the Northern Division recorded five (5) such accidents, an increase of one (1) accident for the corresponding period in the previous year.

Serious Accidents

At the end of December 2013 there were ninety-five (95) serious accidents, a decrease of seven (7) accidents when compared to the same period in 2012. The Bridgetown Division recorded forty-four (44) of these accidents, a decrease of one (1) accident when compared to the same period in 2012; The Northern Division recorded twenty-four (24) accidents, a decrease of two (2) accidents for the same period in 2012, while the Southern Division recorded twenty-seven (27) accidents a decrease of four (4) accidents when compared to the same period in 2012.

Accidents with slight injury

For the review period December 2013, there were one thousand, nine hundred and ninety-two (1,992) accidents, a decrease of forty-four (44) accidents when compared to volume recorded for the same period in 2012. The Bridgetown Division recorded one thousand, and eight (1,008) of these accidents a decrease of twenty-six (26) accidents, the Southern Division recorded five hundred and sixty-eight (568) accidents a decrease of eighteen (18) accidents, while the Northern Division recorded four hundred and sixteen (416) accidents the same amount as recorded in the previous year.

Non-Injuries

At the end of December 2013, there were five thousand, three hundred (5,300) accidents, an increase of sixty-six (66) accidents, when compared to the corresponding period in 2012. The Bridgetown Division recorded three thousand, one hundred and thirty-one (3,131) of these accidents, an increase of two hundred and twenty-eight (228) accidents. The Northern Division recorded one thousand and twenty (1,020) accidents, an increase of thirty-eight (38) accidents, while the Southern Division recorded one thousand, one hundred and forty-nine (1,149) accidents, a decrease of ten (10) accidents, when compared to 2012.

Time Band of accidents

A review of statistics indicates that two thousand, eight hundred and ninety-nine (2899) collisions or approximately 39% of reported accidents occurred between the period of 12:00 hours and 18:00 hours, with five hundred and fifty (550) occurring between the period of 16:00 – 17:00. Two thousand, five hundred and one (2501) collisions occurred between the period of 06:00 hours and 12:00 hours, with five hundred and sixty-three (563) of these events occurring between the time of 08:00 hours and 09:00 hours. The least collisions (439) occurred between 12 midnight and 06:00 hours. One thousand, five hundred and fifty-six accidents occurred between 18:00 hours and 24:00 hours.

Traffic cases

For the period under review, a total of twenty-two thousand, eight hundred and forty-one (22,842) traffic cases were recorded, reflecting an increase of four thousand, four hundred and twenty-two (4422) cases as compared with 2012 when there were eighteen thousand, four hundred and nineteen (18,419) cases.

Analysis of the geographic spread of cases indicated that for the period under review, the Bridgetown Division recorded fourteen thousand, and twenty-two (14,022) cases, which represents an increase of five thousand and sixteen (5016) over the previous year, when nine thousand and six (9,006) cases were recorded.

Further analysis indicated that in the Southern Division, three thousand, four hundred and eighty-one (3,481) cases were recorded, a decrease of one thousand and forty seven (1047) cases when compared with the four thousand, five hundred and fifty-eight (4,258) cases recorded in the previous year. Similarly, the Northern Division recorded five thousand, three hundred and thirty-eight (5338) cases, an increase of one hundred and eighty-three (183) cases when compared to the five thousand, one hundred fifty-five (5155) cases recorded in the previous year. The following is an outline of the most prevalent traffic offences across all Divisions:

Carrying excess passengers	Failing to pay appropriate taxes
Failing to display a Public Service Vehicle Badge	Being off route
Picking up passengers other than a bus stop,	Failing to comply with a traffic sign;
Setting down passengers other than at a bus stop	Failing to wear seat belt
No drivers licence	No insurance
	Exceeding speed limit

FRONT LINE POLICING

The resources of the Force were at times dedicated to the investigation of incidents that involved the destruction of property by fire, the search for missing persons or the investigation of sudden or unnatural deaths. This section provides a synopsis on the outcomes of such engagements.

Missing persons

During the period under review, sixty-five (65) persons were reported as missing. Twenty-five (25) of these reports emanated in the Northern Division, while twenty-four (24) were in the Bridgetown Division and sixteen (16) were in the Southern Division. At the end of the year only one person remained untraced.

Fires

Police resources were utilised to investigate a number of fires that resulted in damage to a number of buildings, houses, vehicles and other property. The accompanying table provides a sample of some of the fires investigated by the Force.

DIVISION	TYPE OF FIRE			
	House	Building	Vehicle	Other
Northern Division	11	6	7	1
Southern Division	16	4	3	22
Bridgetown Division	14	7	4	1
TOTAL	41	17	14	1

Sudden Deaths

Four hundred and ninety three (493) Sudden Deaths were investigated with 134 occurring in the Northern Division, 155 in the Southern Division and 204 in the Bridgetown Division.

Search warrants

The use of search warrants was an operational tool consistently utilised by the Force during the year. The accompanying table provides a synopsis of the volume of search warrants executed by stations and formations.

STATION/FORMATION	2012	2013
Holetown	222	338
District D	99	115
District E	263	200
District F	53	90
Crab Hill	35	40
Belleplaine	72	77
District B	74	53
District C	65	47
Oistins		51
Drug Squad	316	387
CID Central	298	444
CID District A	76	65
CID Black Rock	112	118
CID Hastings	105	109
CID Worthing	73	80
TOTAL	1790	2274

Calls for service

In addition to the routine investigation of accidents, fires and reports of crime significant resources were expended in providing responses to an array of calls for police services. In the Northern Division, police responded to approximately eleven thousand and thirty-eight (11038) such calls, while personnel in the Bridgetown and Southern Divisions responded to eleven thousand, five hundred and eighteen (11,518); and eleven thousand, nine hundred and forty-three calls, respectively. The appended table depicts the nature of documented calls for service during the review period.

SAMPLE OF RECORDED CALLS FOR SERVICE (2013)				
NATURE OF SERVICE	NORTHERN DIVISION	SOUTHERN DIVISION	BRIDGETOWN DIVISION	TOTAL
Requests	4627	5992	4845	15464
Unspecified reports	880	0	2075	2955
Threats	1016	1349	1284	3649
Disputes	1036	1275	1004	3315
Trespass	493	646	226	1365
Harassment	443	433	389	1265
Annoyance	420	434	91	945
Alarm Condition	1009	606	561	2176
Interference	390	429	260	1079
Disturbance	181	96	224	501
Sudden Death	134	155	204	493
Fires	144	447	26	617
Information	265	0	112	377
Loud Music	0	73	113	186
Emergency Landing	0	7	0	7
Bomb Threat	0	1	0	1
Court Witness	0	0	104	104
TOTAL	1108	11943	11518	34499

COMMUNITY ENGAGEMENT

The Force continued its community outreach programmes under the direction of the Community Relations Department. As in past years, the primary initiatives delivered were under the umbrella of the D.A.R.E Programme, the Juvenile Liaison Scheme and the Community Police Officer Programme. In most instances the targets of these programmes were schools, challenged communities and the elderly.

Initiatives

Several initiatives were delivered through the collaborative efforts of the Force and members of civil society. One such initiative was the introduction of an electronic tracking bracelet for the purpose of locating elderly persons who might have ventured too far from home and were unable to find safe return to that shelter. This initiative was rolled out through bi-lateral collaboration between the Force and the business entity known as Comprehensive Security Solutions Incorporated.

Inner city youths continued to be challenged by developmental inhibitors such as low levels of education, poverty, unemployment and feelings of social marginalisation. Two of the communities affected by these factors were New Orleans and Chapman Lane. As is customary in communities faced with such challenges, drug trafficking, drug abuse and the use of illegal firearms became a regular feature of life, leading to increased levels of tension and ultimately, violence.

The New Orleans Community Post responded to these challenges through the use of interventions that included the introduction of the Home-work Programme, a Reading Programme and the Bare Foot Sunday School Programme. These programmes were launched as a direct response to escalating violence between youths from the neighboring districts of Chapman Lane and New Orleans. One such incident resulted in the murder of an innocent victim.

In October, the Force partnered with the National Task Force on Crime to deliver an electronic production on a range of crime prevention solutions.

Neighborhood watches

Mixed results were achieved with the use of Neighborhood Watches. Indeed, at the end of the year a determination was made to actively review this initiative in the next operational period. It is of interest to note that of the seventeen (17) registered Neighborhood Watches in the Northern Division, only four (4) were active during the year, while ten (10) of the sixteen (16) in the Southern Division were active. Though some Watches were active in the Bridgetown Division the level of activity and vibrancy was dissimilar to past years. All Divisional Commanders made a commitment to the resuscitation of dormant Watches in the coming year.

Property marking

The Force continued its property marking drive as a supplement to the long standing Operation Safe Home Programme. This initiative, which had its launch in 2005 came as a direct response to constant increases in the incidence of residential burglary. Under this programme, residential and business owners are encouraged to have their property marked and entered into a data base, managed by the Force, for identification purposes in the event of theft.

Consultative and Business Watch Committees

The Force maintained the use of Consultative Committees and Business Watches as tools for the development of specific interventions in commercial communities. This approach facilitated timely discussions on crime, traffic patterns and other issues that had the potential to adversely impact business and general development in specific locations. No new committees were established during the year.

FINANCES

Significant financial resources were expended by the Force as it sought to deliver the range of initiatives, necessary to achieve its operational objectives. Though not a comprehensive listing, this section provides information on some of the related monies spent by the Force during the period under review.

DIVISION	EXTRA DUTY	FLEXIBLE RESPONSIBILITY ALLOWANCE	SPECIAL OPERATIONS
Operations Support		\$ \$900,938.49 * Extra Duty and Flexible Responsibility Allowance combined	
Anti Gun Unit		19,646.75	
Canine		30,647.78	
Car Parks		7,906.31	
Command Centre		50,773.33	
Control Room		131,709.48	
Traffic		183,403.59	
Marine		149,871.83	
Motor Transport		83,900.73	
SSU		243,078.69	
Northern Division		60,785.25	\$321,948.63
Southern Division			
Airport	\$61,212.93	\$11687.68	
Oistins	\$272,762.38	\$192,491.08	
Drug Squad		\$20,162.55	\$224,840.53

Expenditure at Telecommunications Department

Twenty-seven (27) indents for articles were requisitioned during the year under review as compared with thirty-four (34) for the previous year. Materials from twenty-three

(23) of these indents were received by the department at a cost of \$199,621.11, as compared to a cost of \$90,414.75 in 2012.

SAMPLE OF EXPENDITURE AT TELECOMMUNICATIONS UNIT			
Nature of operations	Item	Comparative cost in 2012	Comparative cost in 2013
Communications	Portable Batteries	\$49,527.04	\$48,779.83
	Antennas		\$7050.00
	Crank up Tower		\$74,679.50
"	Repeater Sites	\$1,200.00	\$2759.13
Emergency Generators	Repairs	\$4,766.32	
	Lighting Towers		\$55,225.00
Air Conditioning Units	Repairs	\$12,327.13	\$3715.90
Electronics	Siren/Beacon	\$903.38	\$770.80
Electrical	Material	\$21,690.88	\$4720.52
Miscellaneous	Cabinet/Clothing		\$1920.43
TOTAL		\$90,414.75	\$199,621.11

Expenditure at the Canine Unit

During the year under review, twenty three thousand, eight hundred and seven dollars and sixty nine cents (\$23,807.69) was spent on dog food as compared to twenty thousand, three hundred and eighty-eight dollars and ninety-nine cents (\$20,388.99) in 2012 which reflects an increase of three thousand four hundred and eighteen dollars and seven cents. (\$3,418.07)

Veterinary visits were conducted at a cost of five thousand five hundred and twenty four dollars and ninety six cents (\$5,524.96) as compared to five thousand eight hundred and forty five dollars and eighty eight cents (\$5,845.88) in 2012. This shows an increase of three hundred and twenty dollars and ninety-two cents (\$327.92).

Miscellaneous commodities which consisted of pesticides, disinfectants, buckets, brooms, vitamins and other items were obtained at a cost of three thousand, two hundred and fifty two dollars and fifty seven cents (\$3,252.57).

Marine Unit expenditure

The sum of \$51,431.21 was spent by the Marine Unit on the maintenance of their vessels, the purchase of equipment, purchase of fuel and for repairs to vessels entrusted to its custody during investigations. In most instances these were vessels intercepted at sea during maritime drug related operations. Some of the specific costs incurred during the year included \$19,840.00 for fuel, \$10,241.71 on repairs retained for investigative purposes and \$8,984.05 for repairs to vessels owned by the State. In most instances the repairs to vessels retained for investigative purposes were linked to damage caused to vessels as a result of their exposure to the elements while in police custody.

ITEMISED COST OF OPERATIONS AT POLICE MARINE UNIT	
COST OF ARTICLES/ SERVICES	ITEMIZED COST
Entrance Lock and key	\$50.00
Survey of police vessel	\$611.00
Disposable overalls/face mask	\$396.57
Back Packs	\$1,276.65
Triple Guard Grease/ Gear Oil	\$1,510.00
Repairs/ Hawk 2	\$4,224.38
Repairs/ Hawk 2 Gear case	\$1,148.87
Tools	\$988.90
Repairs/Everston Connell	\$807.44
Repairs/Jet skis	\$3,181.79
Repairs to seized Vessel	\$5,950.00
Repairs to seized vessel	\$479.07
Repairs to seized vessel	\$946.95
Repairs/ Hawk 2	\$295.15

Fuel Gasoline	\$19,894.00
Survey of seized Vessels	\$282.00
Canopy Tent	\$212.76
Navigation Equipment	\$953.63
Repairs/Jet skis	\$731.96
Repairs to seized Vessel	\$2,900.76
Diving Equipment	\$7,500.00
Repairs/ Hawk 2/ Safety Equipment	\$2,155.72
Repairs/Everston Connell	\$352.49
Repairs Trailers	\$122.15
Generator	\$3,983.79
Power Washer	\$4,200.00
Tools/ Repairs to seized vessel	\$444.00
Repairs/Jet skis	\$710.00
Diagnostic Tool	\$200.00
Servicing of Fuel Tanks	\$193.18
Repairs to Power Washer	\$662.00
	\$3,960.00
	TOTAL COST \$51,431.21

Expenditure at the Mounted Corp

During the year some one hundred and seventy-four thousand, one hundred and thirty dollars and ninety-one cents (**\$174,130.91**) was spent on services and supplies.

Supplies Received	\$ 31,398.86
Feed	\$ 48,100.00
Hay/Fodder	\$ 50,050.00
Veterinarian Services	\$ 10,778.29
Farrier work (horse shoeing)	\$ 17,400.00
Private transportation	\$ 5,820.00
Total Expenditure	<u>\$174,130.91</u>

REVENUE

Revenue was collected from a number of sources that included the rental of spaces in designated car parks, the sale of certificates of character, the renewal and issuance of firearms licences, the rental of crash barriers and the provision of professional services. The latter included the provision of investigative reports and security at private/public events. This section provides a summary of some of the monies collected through these applications.

Car Parks

The Force retained responsibility for the management of three car parks, namely the Coleridge Street Car Park, the Hincks Street Car Park and the Lower Wharf Car Park. During the period, there was retrenchment of staff at these facilities with seven Car Park Attendants being made redundant, but absorbed into the system as Traffic Wardens. Two car parks, namely those located at the Lower Wharf and Coleridge Street were functional during the period as the Hincks Street facility was closed for substantial upgrade.

There was a marginal increase in revenue generated from this source during the period as \$949,925.61 was collected as compared to \$946,394.68 generated during the corresponding period in the previous year. At the end of the period there was an outstanding sum of \$60,776.60 to be collected from various customers for the rental of the car parks.

Revenue from sale of certificates of character

The sum of four hundred and twenty-seven, eight hundred and ninety dollars (\$427,890.00) was collected from the sale of Certificates of Character. This represented a 22% increase over the amount collected in the previous year when three hundred and

thirty thousand, three hundred and forty (\$330,340.00) dollars were collected in revenue under this head.

Revenue earned by the Mounted Corp

The sum of ten thousand, five hundred and eighty-three dollars and seventy-six cents (\$10,583.76) was earned as revenue for miscellaneous services provided by the Mounted Corp.

Revenue from the Fixed Penalty System

The Force continued the use of the Fixed Penalty System as a measure to curb illegal parking and other “ticketed” offences. Though considered to be a potential generator of revenue, it was most disconcerting to observe the lack of enforcement that continues to adversely affect this scheme. Indeed, of particular concern is the fact that during the period under review, twenty-thousand, five hundred and fifty-seven (22,557) tickets were issued for parking violations in Bridgetown, with expected revenue intake of \$1,127,850.00.

An analysis of the available data indicates that only three thousand, six hundred and fifty (3,650) tickets were paid within the stipulated period. In financial terms this equates to a net loss of nine hundred and forty-five thousand, three hundred and fifty (\$945,350) dollars in revenue as only one hundred and eighty-two thousand, five hundred dollars (\$182,500.00) was collected from the paid tickets.

This revenue loss is fast becoming a trend, derived from weak enforcement policies, as evidenced by the performance in the previous year where members of the Traffic Warden Scheme issued twelve thousand, four hundred and twelve (12,412) traffic citations, with a projected intake of six hundred and twenty thousand, six hundred dollars (\$620,600.00) in revenue. At the end of 2012, one thousand, nine hundred and ninety

seven (1,997) tickets were paid, resulting in the collection of ninety-nine thousand, eight hundred and fifty dollars (\$99,850.00) and a net loss of five hundred and twenty thousand, seven hundred and fifty dollars (\$520,750.00) in revenue.

A monthly comparison of Fixed Penalties tickets issued in 2013				
MONTH	TICKETS ISSUED	TICKETS PAID	REVENUE DUE	REVENUE COLLECTED
JANUARY	2587	548	\$129,350.00	\$27,400.00
FEBRUARY	1980	342	\$99,000.00	\$17,100.00
MARCH	2396	415	\$119,650.00	\$20,750.00
APRIL	2280	400	\$114,000.00	\$20,000.00
MAY	1543	294	\$71,150.00	\$14,700.00
JUNE	1191	197	\$59,550.00	\$9,850.00
JULY	2381	395	\$119,050.00	\$19,750.00
AUGUST	1642	217	\$82,100	\$10,850.00
SEPTEMBER	1531	217	\$76,550.00	\$10,850.00
OCTOBER	1446	220	\$72,300.00	\$ 11,000.00
NOVEMBER	1618	207	\$80,900.00	\$10,350.00
DECEMBER	1962	145	\$98,100.00	\$7,250.00
UNDATED		53	\$2,650.00	\$2,650.00
TOTAL	22,557	3650X50	\$1,127,850	\$182,500.00

CAPACITY BUILDING

Establishment of Registry to manage dealers in trade of metals

At the beginning of 2013, one of the greatest challenges confronting the Force was the management of crime and the fear of crime occasioned by the prevalence of violence associated with acts of offending such as burglary, theft, robbery and theft from the person. At the time, available intelligence indicated that much of this type of offending had a direct nexus to the cash for gold scheme. This was an entrepreneurial initiative that involves the purchase of second hand gold by persons registered as dealers in metals. This is an arrangement that though having the infrastructure of a legitimate enterprise was fraught with several administrative and regulatory deficits. The most obvious of these deficits were:

- A definition of old metal dealer that did not sufficiently capture those who now operate as dealers of second hand gold;
- An archaic legislative framework that included ineffective sanctions for those who knowingly purchased stolen gold;
- No regulatory body to supervise the activities of those engaged in this form of trade
- The absence of a condition that registered businesses were to operate from a fixed physical location; and
- The absence of a condition that sellers of second hand gold provide reliable proof of ownership of the good being offered for sale

Intelligence from police reports further disclosed that owners of some business places facilitated the disposal of stolen jewelry by allowing thieves to have selected goods in exchange for this contraband. The police in Barbados responded to the challenges linked to the cash for gold scheme through a range of initiatives. These responses, which were generally resourced intensive, included:

- Direct consultation with those who engage in this trade as Old Metal Dealers.
- Increased surveillance in vulnerable areas
- Special police operations
- Consultation with the Comptroller of Customs and
- Public education

Limitations of Existing Legislation

The two pieces of legislation that were regularly applied to the challenges presented with the cash for gold scheme were The Old Metal Dealers Act, CAP 183 (proclaimed in 1919) and the Sale of Old Metals Act, CAP 150 (proclaimed in 1948). Both of these pieces of legislation failed to provide local law enforcement with the required muscle to robustly respond to the challenges currently presented by the cash for gold scheme.

Some of the more specific challenges that these pieces of legislation provided included inconsistency in the definition of “old metal”, and the absence of penalties with a deterrent effect. Indeed, most of these penalties have been described as lacking in practical application and generally ineffective. An example of the limited effect of the penalties among existing laws was found in section 3, subsection (2) of the Old Metal Dealers ACT, CAP 183 which provided for the payment of a fine of \$48.00 for any person carrying on such trade or business without being so registered or for carrying on such business on premises other than those on which he is registered to conduct such trade or business.

The Force was given support to combat the incidence of the sale of gold and rising levels of crime through the introduction of the Precious Metals and Second Hand Metal Dealers Act in February, 2013. Some the most notable developments through the introduction of this piece of legislation were;

- 1) A legal requirement for persons to apply for permission to operate as businesses trading in metal;
- 2) Expanded police powers to inspect places registered as businesses engaged in the trade of metals;
- 3) A requirement that business owners provide the police with daily transaction records;
- 4) A substantial increase in fines (penalties moved from \$48.00 to a new maximum of \$50,000.00 and prescribed terms of imprisonment for scheduled offences.

As a result of the new arrangement, at the end of 2013 there were ninety-two (92) businesses registered as Precious Metal Dealers while ten (10) were registered as Second Hand Metal Dealers. Two persons were charged under the new legislation but the cases were still not adjudicated by year end.

Domestic Violence

In 2013, one of the greatest concerns for most Barbadians was the prevalence of gender based violence in circumstances commonly referred to as domestic violence. Indeed, this concern reached chronic proportions with the murder of three females by their male counterparts. Indeed, analysis of available data indicates that of the twenty-five (25) murders committed in 2013, nine (9) had their genesis in relationships that had domestic/familial violence as a dominant characteristic.

One negative associated with these occurrences was the fact that local police was publicly criticized for the perceived mismanagement of some reports of domestic violence. The specific criticism of the police in all of these instances was the fact that a prior report of abuse was made to the police in all instances, leading to speculation that the police response was not a sufficient deterrent to the aggressive spouse or partner. The most notable of these cases were:

- An incident where Guyanese Brenda Belle was chopped to death in May. Police believe that her demise came at the hands of her jealous ex-husband;
- Barbadian Denise Clarke was murdered in July. She was found dead in a pool of blood in the waiting area of a St Michael retirement home, where she worked; and
- Another Barbadian woman Fish vendor, Caroline Ford, was knifed to death in the presence of co-workers at the Bridgetown Fish Complex, allegedly by her former lover in August.

At the end of the year, the spouses of all three women were still on remand awaiting trial.

Family Conflict Intervention Unit

A direct response to the prevalence of domestic violence was the establishment of the Family Conflict Intervention Unit in June 2013. In general terms, the mandate of the Family Conflict Intervention Unit is to:

- 1) Provide general leadership and guidance to members of the force in responding to and investigating matters of domestic violence and family conflict;
- 2) Conduct enquiries into serious, chronic or repeated cases of domestic abuse or other related incidents with the potential to escalate to criminal proportions;
- 3) Detect indicators of abuse and carry out risk assessments for the purpose of making a determination as to which cases to accept full investigative responsibility;
- 4) Ensure that arrangements are made to ensure that victims of any form of abuse are provided with access to psychological, emotional or other forms of support;
- 5) Prepare cases for prosecution in appropriate circumstances as above; and
- 6) Liaise/consult with state agencies and non-governmental organisations in developing appropriate interventions for persons involved in abusive situations or relationship.

A notable feature of the unit was that its specific mandate did not preclude its enquiring or intervening in other familial relationships that had the potential to be tainted by incidents of violence. The unit was charged with the responsibility of collaborating with the Department of Research and Development in reviewing and reproducing a handbook on the Policing of Domestic Violence.

Command and control

The Family Conflict Intervention Unit is under the command of the Assistant Commissioner of Police with responsibility for crime. Daily reporting to this office is facilitated through the office of the Superintendent in charge of the Criminal Investigations Department. At its inception the staff of the Unit comprised Sergeant 595 Christine Husbands; Police Constables 1564 Whitney and 1782 Weekes.

Work Output

Two hundred and twenty (220) reports received the attention of the Family Conflict Intervention Unit, resulting in one hundred and twenty-seven (127) persons being charged. Other than the investigation of reports, the work of this unit also included the development of strategic alliances with entities such as the National Organisation of Women (NOW), the Men's Education and Support Association (MESA), The Barbados Business and Professional Women's Club, The Bureau of Gender Affairs, and the Service Alliance for Violent Encounters (SAVE).

Human Trafficking and Sex Crimes Unit

In March of 2013 the Human Trafficking and Sex Crimes Unit was established as an operational strategy to complement the legal interventions afforded under the Transnational Organised Crime (Prevention and Control) Act of 2011 and its related protocol. The Commissioner of Police continued to be a member of the National Task on

Human Trafficking which is chaired by the Minister of Home Affairs who also serves as Attorney General, The other members of this body are:

Permanent Secretary (Foreign Affairs)/his representative

Permanent Secretary (Attorney General)/his representative

Permanent Secretary (Ministry of Family Care)/his representative

The Director of Public Prosecutions/his representative

The Chief Immigration Officer/her representative

The Bureau of Gender Affairs/her representative

President of the Business and Professional Women's Club

The Barbados Red Cross Society

As part of its capacity building initiatives, the Force participated in a media campaign under the aegis of the Government Information Service, while providing training for investigators through a Trainer of Trainers Workshop that was facilitated by the International Organisation of Migration.

Three (3) persons were arrested and charged with offences relating to human trafficking. These matters remained outstanding at year end.

THE WAY FORWARD

The successes of the Force in the year under review should not become the seat of complacency, but instead should serve as the engine for innovation and further organisational growth. It is within this context that the following recommendations are forwarded for consideration in development of future policing initiatives.

Strategic Management

- a) The Force will commit to the development of an Annual Policing Plan, with clear links to an existing Strategic Plan, as this has become an imperative for the organisation to escape public perception of being a predominantly reactive organisation.

Community Engagement

- a) The Force must maintain focus on its vision and mission to provide high quality police service, while maintaining a safe environment for all. These objectives that must be pursued in a dynamic environment that is constantly influenced by factors such as limited resources, changing public demands and expectations, the changing nature of crime and changing public values;

Institutional strengthening

- a) A comprehensive Training Needs Assessment will be considered as a way of informing existing differentials between current capability and expected outcomes
- b) The operational systems and processes of the Force will be repositioned to take advantage of current technologies;
- c) The Force will continue the pursuit of current training and career developmental opportunities for its members;

- d) A comprehensive recruitment strategy will be developed for the purpose of assisting the Force in fully addressing the challenges that inhibits its ability to fill outstanding vacancies at the entry level;
- e) Current operational deficits will be taken into consideration and used in the development of a comprehensive training strategy; and
- f) Immediate steps will be taken to identify and adequately prepare current leaders for management roles within the organisation.

Crime Management

- a) The changing face of crime has created an imperative for the Force to sustain the development of capacity to investigate crime from platforms that are driven by new technologies;
- b) Crime prevention must become the central focus of our crime management strategy. This must be pursued through initiatives that include greater community participation in local policing initiatives, the monitoring of prolific offenders, a coordinated approach to drug demand and drug supply interventions and a general reduction in opportunities for offending;

Road Policing

- a) The challenge of making our roads safer for all must be guided by an approach that incorporates the interrelated functions of engineering, education and enforcement
- b) The TDC and IBM Barbados has also expressed an interest in funding the implementation of a pilot project which would provide analytics for a number of cameras in the City of Bridgetown. A number of meetings have been held with the appropriate parties and the Centre is presently awaiting instruction on the way forward from the stakeholders.

APPENDICES

Appendix 1 - Comparative Analysis of Recorded Accidents

Appendix 2 - Classification of Accidents 2013

Appendix 3 - Summary of traffic cases 2012-2013

Appendix 4 - Time Band of Accidents

Appendix 5 - Time Band of Accidents

Appendix 6 - Management of Operational Fleet

Appendix 7 - Age of the RBPF Fleet

Appendix 8 - Prevalent Causes of Reported Accidents

Appendix 9 - Movement of Recorded Crime

Appendix 10-Enlistment to the Rank of Police Constable in 2013

Appendix 1

COMPARATIVE ANALYSIS OF RECORDED ACCIDENTS												
STATION	YEAR 2012					YEAR 2013					CHANGE	
	FATAL	SERIOUS	SLIGHT	W/O INJURY	TOTAL	FATAL	SERIOUS	SLIGHT	W/O INJURY	TOTAL	VOLUME	%
CENTRAL	4	7	225	697	933	2	11	193	645	851	-82	-8.8
WORTHING	0	2	98	338	438	1	9	99	340	449	11	2.5
DISTRICT A	7	21	467	1191	1686	1	15	490	1417	1923	237	14.1
BLACK ROCK	0	10	144	398	552	0	5	133	401	539	-13	-2.4
HASTINGS	0	5	100	279	384	0	4	93	328	425	41	10.7
B/TOWN DIVISION	11	45	1034	2903	3993	4	44	1008	3131	4187	194	4.9
DISTRICT B	4	3	242	449	698	4	10	242	465	721	23	3.3
DISTRICT C	3	13	188	334	538	5	5	171	321	502	-36	-6.7
OISTINS	3	15	156	376	550	0	12	155	363	530	-20	-3.6
SOUTHERN DIVISION	10	31	586	1159	1786	9	27	568	1149	1753	-33	-1.8
DISTRICT D	1	7	108	191	307	0	4	113	204	321	14	4.6
DISTRICT E	3	6	74	216	299	3	7	84	206	300	1	0.3
DISTRICT F	0	1	26	59	86	0	2	18	52	72	-14	-16.3
HOLETOWN	0	8	174	450	632	2	7	168	503	680	48	7.6
BELLEPLAINE	0	2	22	33	57	0	0	25	30	55	-2	-3.5
CRAB HILL	0	2	12	33	47	0	4	8	25	37	-10	-21.3
NORTHERN DIVISION	4	26	416	982	1428	5	24	416	1020	1465	37	2.6
GRAND TOTAL	25	102	2036	5044	7207	18	95	1992	5300	7405	198	2.7

Appendix 2

CLASSIFICATION OF VEHICLE	CLASSIFICATION OF ACCIDENTS 2013				
	Fatal	Serious	Slight Injury	Without Injury	Total
PRIVATE CARS	14	69	2310	8595	10988
HIRE CARS	1	-	76	195	272
OMNIBUSES	1	2	61	228	292
GOODS VEHICLES	-	2	108	435	545
MOTOR CYCLES	4	8	62	99	173
ANIMAL DRAWN VEHICLES	-	-	-	2	2
TRACTORS	-	-	-	2	2
PEDAL CYCLES	2	5	19	5	31
TOUR COACHES	-	-	4	15	19
MAXI - TAXIS	-	-	28	120	148
MINI - BUSES	-	1	133	226	360
TAXIS	-	1	127	198	326
ROUTE - TAXIS	-	2	134	168	304
MOTOR -VANS	5	6	373	694	1078
CARTS	-	2	54	149	205
LORRIES	-	-	15	30	45
OTHER VEHICLES	2	5	46	100	153
TOTAL	29	103	3550	11261	14943

Appendix 3

SUMMARY OF TRAFFIC CASES (2012 - 2013)				
STATIONS	JAN - DEC 2012	JAN - DEC 2013	DIFF.	%
CENTRAL	5308	6542	1234	23.2
DISTRICT "A"	1695	4636	2941	173
BLACK ROCK	927	1231	297	32
HASTINGS	660	942	282	42
WORTHING	416	671	255	61
BRIDGETOWN DIV.	9006	14022	5016	55.6
DISTRICT "B"	2435	1891	-544	-22.3
DISTRICT "C"	556	367	-199	-35.7
OISTINS	1267	1223	-44	-3.4
SOUTHERN DIV.	4258	3481	-1047	-23
DISTRICT "D"	344	330	-14	-4
DISTRICT "E"	552	492	-60	-10.8
DISTRICT "F"	129	95	-34	-26.3
HOLETOWN	3797	4183	386	10.1
BELLEPLAINE	192	181	-11	-5.7
CRAB HILL	141	57	-84	-59.5
NORTHERN DIV.	5155	5338	183	3.5
GRAND TOTAL	18419	22834	4415	23.9

Appendix 4

TIME BAND OF ACCIDENTS	FATAL	SERIOUS	SLIGHT	W/O INJURY	TOTAL
1:00 P.M – 2:00 P.M	-	4	135	312	451
2: 00 P.M – 3:00 P.M	-	3	140	310	453
3:00 P.M – 4:00 P.M	2	5	146	315	468
4:00 P.M – 5:00 P.M	1	6	141	402	550
5:00 P.M – 6:00 P.M	2	8	133	309	452
6:00 P.M – 7:00 P.M	1	5	45	412	463
7:00 P.M – 8:00 P.M	1	4	58	291	354
8;00 P.M – 9:00 P.M	-	5	36	160	201
9:00 P.M – 10:00 P.M	2	5	24	170	201
10;00 P.M – 11:00 P.M	1	4	20	127	152
11:00 P.M – 12: M.N	1	3	20	105	129
UNKNOWN	1	2	22	41	66
1: 00 PM – 12: MN	11	52	898	2913	3874
GRAND TOTAL	18	95	1992	5300	7405

Appendix 5

TIME BAND OF ACCIDENTS					
TIME BAND OF ACCIDENTS	FATAL	SERIOUS	SLIGHT	W/O INJURY	TOTAL
12:00 MN – 1:00 A.M	-	7	34	100	141
1:00 A.M – 2:00: A.M	-	4	22	25	51
2:00 A.M – 3:00: A.M	-	5	16	25	46
3:00 A.M – 4:00 A.M	-	2	25	35	62
4:00 A.M – 5:00 A.M	-	3	25	30	58
5:00 A.M – 6:00 A.M	-	-	36	45	81
6:00 A.M – 7:00 A.M	-	5	43	55	103
7:00 A.M – 8:00 A.M	1	-	162	298	461
8:00 A.M – 9:00 A.M	2	-	140	421	563
9:00 A.M – 10: 00 A.M	-	3	130	303	436
10:00 .A.M - 11:00 A.M	-	4	136	297	437
11:00 A.M – 12 M.D	1	5	153	342	501
12 M.D – 1:00 P.M	2	3	150	370	525
	6	41	1072	2346	3465

Appendix 6

MANAGEMENT OF OPERATIONAL FLEET				
VEHICLE MAINTAINED BY RBPf	TOTAL	MINOR REPAIRS	MAJOR REPAIRS	UNSERVICABLE
Nissan motor cars	4	0	0	0
Nissan motor vans	39	12	0	2
Suzuki motor vans	99	32	6	2
Nissan patrol vans	6	1	0	1
Nissan Urvans	11	1	0	0
Nissan frontiers	7	0	0	0
Nissan civilian bus	4	0	0	0
Chrysler f/liner	1	0	0	0
Ford Econoline	1	0	0	0
Mercedes panel van	1	0	0	0
Ford e-450	1	0	0	0
Nissan recovery	1	0	0	0
Honda CRV	2	0	0	0
Hyundai Tucson	2	0	0	0
Isuzu DMax	3	0	0	0
Isuzu Rodeo van	1	0	0	0
Mitsubishi van	2	0	0	0
Nissan Teana	1	0	0	0
Other motor car	2	0	0	0
Land Rover van	1	0	0	0
Motor omnibus	1	1	0	0
Mobile unit	1	0	0	0
Motor lorry	2	0	0	0
CLASS OF VEHICLE	TOTAL	MINOR REPAIRS	MAJOR REPAIRS	UNSERVICABLE
Heavy motor cycles	36	1	0	0
Light motor cycles	1	0	0	0
TOTAL	230	48	6	5

Appendix 7

AGE OF RBPF FLEET	1-2 YEARS	3-5 YEARS	OVER 5 YEARS	TOTAL
NISSAN MOTOR CARS	2	1	1	4
NISSAN MOTOR VANS	4	1	34	39
SUZUKI MOTOR VANS	25	23	51	99
NISSAN PATROL VANS	0	0	6	6
NISSAN URVANS	2	0	9	11
NISSAN FRONTIERS	0	0	7	7
NISSAN CIVILIAN BUS	0	1	3	4
CHRYSLER F/LINER	0	0	1	1
FORD ECONOLINE	0	0	1	1
MERCEDES PANEL VAN	0	0	1	1
FORD E-450	0	0	1	1
NISSAN RECOVERY	0	0	1	1
HONDA CRV	2	0	0	2
HYUNDAI TUCSON	2	0	0	2
ISUZU DMAX	3	0	0	3
ISUZU RODEO VAN	0	0	1	1
MITSUBISHI VAN	0	0	2	2
NISSAN TEANA	1	0	0	1
OTHER MOTOR CAR	0	0	2	2
LANDROVER VAN	0	0	1	1
MOTOR OMNIBUS	0	0	1	1
MOBILE UNIT	0	0	1	1
MOTOR LORRY	0	0	2	2
HEAVY MOTOR CYCLES	12	6	18	36
LIGHT MOTOR CYCLES	0	0	1	1
TOTAL	53	32	145	230

Appendix 8

PREVALENT CAUSES OF REPORTED ACCIDENTS						
CAUSES	Fatal	Serious	Slight	W/out	TOTAL	
1	Fatigue	-	-	11	51	62
2	Asleep	-	4	9	6	19
3	Ill	-	-	11	51	62
4	Driving under the influence of drink/drug	-	-	2	-	2
5	Physically defective	-	-	4	7	11
6	Inexperienced with type of vehicle	-	-	1	3	4
7	Excess speed	-	5	1	4	10
8	Failing to keep to the left or proper lane	3	5	75	148	231
9	Cutting in	-	-	-	1	1
10	Overtaking Improperly	1	7	195	480	683
11	Swerving	-	2	9	19	30
12	Skidding	-	5	80	210	295
13	Forcing thru person alighting from vehicle	-	-	6	8	14
14	Failing to stop at pedestrian crossing	-	-	1	-	1
15	Turning around negligently in road	-	-	1	2	3
16	Reversing negligently	-	4	180	400	584
17	Failing to comply with traffic lights	-	-	1	6	7
18	Failing to signal	-	-	2	2	4
19	Pulling out without due care	-	-	37	90	127
20	Inattentive or Attention diverted	3	21	373	1684	2081
21	Hampered by Passenger, Dog in or on Vehicle	-	-	1	1	2
22	Turning right without due care	-	5	161	180	346
23	Turning left without due care	-	5	17	74	96
24	Opening door of vehicle without caution	-	-	10	52	62
25	Crossing without due care at junction	1	-	15	19	35
26	Losing Control	3	10	230	275	518
27	Dazzled by light of another vehicle	-	-	19	57	76
28	Stopping Suddenly	-	-	1	12	13
29	Misjudging Clearance	3	13	289	1121	1426
30	Other apparent error of Judgment	4	9	250	337	600
TOTAL		18	95	1992	5300	7405

Appendix 9

MOVEMENT OF RECORDED CRIME			
MAJOR CRIMES AGAINST THE PERSON			
OFFENCE	2012	2013	Percentage change
Murder	21	24	14.3
Attempted murder	0	1	1
Manslaughter	2	1	-50
Serious bodily harm	205	212	3.4
Endangering life	25	25	0
Kidnapping	9	8	-11.1
Robbery	555	372	-33
Assault with intent to rob	60	38	-36.7
Aggravated burglary	70	51	-27.1
Theft from the person	523	210	60
Other crimes against the person	2	15	650
SUB TOTAL	1472	957	34.9
SEX RELATED CRIMES			
OFFENCE	PERFORMANCE BY YEAR		
	2012	2013	Percentage change
Rape	53	62	17
Assault with intent to rape	7	2	-71.4
Sex with minor	28	31	10.7
Indecent assault	61	66	8.2
Serious indecency	14	12	-14.3
Other crimes	2	10	400
SUB TOTAL	165	183	10.9
MINOR CRIMES AGAINST THE PERSON			
	PERFORMANCE BY YEAR		
	2012	2013	Percentage change
Fear of violence	62	78	25.8
Threats	107	144	34.6
Harassment	9	16	77.8
Assault and wounding	1498	1439	-3.9
Other minor crimes against the person	18	37	105.6
SUB TOTAL	1694	1714	1.2
MAJOR CRIMES AGAINST PROPERTY			
	PERFORMANCE BY YEAR		
	2012	2013	Percentage change

Residential burglary	1548	1601	3.4
Commercial burglary	396	397	0.1
Other burglary	10	8	-20
Sacrilege	11	16	45.5
Arson	16	22	37.5
Criminal damage	486	471	-3.1
Other major crimes against property	0	1	-
SUB TOTAL	2467	2516	1.9
THEFT RELATED CRIMES			
	PERFORMANCE BY YEAR		
	2012	2013	Percentage change
Theft of livestock	40	34	-15.1
Theft of agriculture	44	64	45.5
Theft of postal packet	1	1	0
Theft of use	2	10	400
Theft of motor vehicle	68	63	-7.4
Theft from motor vehicle	380	335	-11.8
Theft of bicycle	64	54	-15.6
Theft from shops/stores	199	181	-9
Other thefts	1074	931	-16
Handling stolen property	54	22	-59.3
Going equipped	12	20	66.7
Fraud related offences	51	108	111.8
SUB TOTAL	1989	1843	-7.3
OTHER CRIMES			
	PERFORMANCE BY YEAR		
	2012	2013	Percentage change
Drug related crimes	745	879	16
Firearm related crimes (unlawful possession/unlicensed)	120	119	0.8
Escaping	15	12	20
Public order breaches	483	506	4.8
SUB TOTAL	1363	1516	11.2
GRAND TOTAL OF RECORDED CRIME	9150	8709	-4.8

Appendix 10

ENLISTMENTS TO THE RANK OF POLICE CONSTABLE IN 2013							
NO	NAME		NO	NAME		NO	NAME
2079	Arundel Forde		2090	Jason Small		2099	Akeel Grant
2080	Sophia Browne		2091	Jamal Gonsalves		2100	Hugh Downes
2081	Ian Chase		2092	Zeko Springer		2101	Dario Cumberbatch
2082	Jason Elcock		2093	Stefan Gooding		2102	Ackeem Miller
2083	Desmond Weekes		2094	Carl Cummins		2104	Rasheed Drakes
2084	Jason Chambers		2095	Ronald Als		2105	Dario Brathwaite
2086	Brian Hinds		2096	Russell Jordan		2107	Pierce Sealy
2087	Romel Aymes		2097	Jerome Blackett		2108	Shaquille Barnett
2088	Damian Maloney		2098	Rakim Gunning		2109	Romel Boyce
2089	Shamar Nicholls					2103	Reco Johnson