



ISLE OF MAN CONSTABULARY

Chief Constable's Annual Report 2002/2003

From Strength to Strength



Chief Constable's Office,
Isle of Man Constabulary,
Douglas.

August, 2003

The Honourable R. P. Braidwood, Esq, M.H.K., B.Eng.,
Minister for the Department of Home Affairs.

I have the honour to present my Annual Report for the Isle of Man Constabulary for the year ending 31 March, 2003.

**Chief Constable
Mike Culverhouse**



ANNUAL REPORT

2002/2003

Isle of Man Constabulary

Community Safety is our Primary Goal

CONTENTS

Introduction	3
SECTION 1 – PERFORMANCE	
Community Safety	6
Crime Management	11
Call Management	15
Traffic Management	18
Internal Support	21
Financial Crime	24
People	27
SECTION 2 – THE CHALLENGES	
Major Incidents	31
Missing Persons	31
Drugs	32
Drinking and Driving	32
The Alcohol Squad	32
Project Centurion	34
SECTION 3 – DATA AND INFORMATION	35



I reflect on 2002/2003 with a degree of special interest. Certainly in an operational context the Constabulary again performed to a particularly high standard and achieved most of what it aimed for. Also, our strategic and developmental agenda was fulfilled and we continue on our course to achieve excellence in all that we do. On the other hand, however, my professional suspicions that the Constabulary is approaching something of a milestone in its history and approaching a defining moment in its future ability to serve to such a high standard, gains strength and momentum at every turn. But first, I offer my assessment of our operational effectiveness.

The headline news will inevitably focus on crime. It is indeed a pleasure to report that recorded levels of crime fell by 8.4% and that the detection rate increased by 2.1%. Whereas the level of crime on the Isle of Man is very low this reduction is welcome news. Our service is very much people-orientated and the reality of this numerical reduction means that there were 434 less people who were victims of crime than the preceding year and that is what really matters to me. After a number of years of successive falls in our detection rate, an increase of 2.1% is most reassuring for all those who have worked so hard in this sphere of policing over the last twelve months.

Drugs seizures have increased significantly and our innovative approach to tackling the social problems emanating from alcohol abuse enable the Constabulary to make a sizeable contribution to the aims of the Chief Minister's Drugs

and Alcohol Strategy Group.

I have to report that instilling some understanding that the Police cannot be the sole agency to tackle crime and disorder related issues has been rather and frustratingly slow. The prospects of having positive outcomes across the whole spectrum of our work will be considerably enhanced with true Partnership working and especially so, if an established model of Problem Solving is introduced. I therefore take this opportunity to thank all our emerging and now growing list of partners for their work but in particular highlight the vision of Braddan Parish Commissioners for their joint working with the Constabulary. Also, I congratulate Douglas Corporation and Douglas Development Partnership for their drive and determination in joining with us to find sustainable solutions to some of the anti-social issues that adversely impact on the area in and around Douglas promenade – pursuant to Project Centurion.

Operational success depends heavily on the internal supporting infrastructure and our achievements in the strategic and developmental field have been quite incredible over the last year. Much of the thrust has come in the form of a greater emphasis on training and personal development accompanied by a deliberate move to enhance leadership whilst sustaining good management. Work environments are being steadily improved and balanced



progress to embrace contemporary issues such as health and safety, human rights and diversity are well advanced. Major challenge lies ahead of us however, not least of which is in the sphere of the Police Reform Agenda and the successful implementation and management of some unpopular schemes to enhance the remuneration of select groupings of Police Officers. Notwithstanding, we have experienced a steady if not meteoric increase in employee satisfaction since 2000 and I will continue to view this as central to all that we do.

I contend that the real test of quality in Policing lies in the hands of the community. This acid test can best be measured in two main forms namely the extent to which the community have confidence in our service and the extent to which they feel safe living on the Isle of Man. Whilst making professional assumptions or guessing are the safest options, they are not the most adventurous

Continued on page 4

Continued from page 3

or bold approaches to testing quality in Public Service – annual surveys are much more accurate – if risky too! It is therefore with the greatest possible pride that I reflect on the work of everyone associated with the Isle of Man Constabulary that resulted in 88% of people having confidence in our Service and 96% of people feeling safe, as reflected in our survey conducted in October, 2002. It will be rather difficult to improve on these extraordinary results that will undoubtedly be the envy of every Chief Constable in the British Isles.

As Chief Constable I relish the excitement and challenge of day-to-day policing. However, the crux of my job is really about the future. I largely work on the notion that how we respond to demand today is directly attributable to the quality of policy, strategy and decisions that were taken say two, three or perhaps four years ago. In effect, decisions can take this length of time to permeate through the organisation before any associated and tangible sign of improvement in efficiency, effectiveness, quality or value can be proven. The relevance of environmental scanning, especially in an unstable and fast changing world, cannot therefore be exaggerated.

In my horizon-scanning there are a number of broad strategic considerations as plans for the future are formulated. First and foremost, the speed and capacity for progress for more efficiency, effectiveness, quality and value within the Constabulary as enjoyed over the last three years cannot go on indefinitely. Logic dictates this to be so and experience certainly demonstrates that the philosophy of *continuous improvement* is getting increasingly tougher to sustain. Whilst the advantage of external scrutiny and an insatiable desire for

continuous improvement prevail, it is my professional assessment that the Force is now approaching something of a peak in performance in many areas of its service. In fact, I would not seek to argue against any submission that in terms of public satisfaction, confidence and contributing to quality of life as reflected in feelings of safety, we are now *actually* at a peak.

Secondly, the growth of population on the Island over recent years is usually reflected in local comment over the number of pupils in school classrooms and waiting times for

medical attention. But this growth actually impinges on demand for our policing service too. As an example, I point to the significant increase in the number of motor vehicles on the roads and perhaps it then comes as no surprise to note that despite all our very best efforts, road traffic collisions in 2002/2003 increased. Consider also the number of emergency telephone calls the Constabulary received in the last year – an increase of over 30% from the preceding twelve months.

Society is also changing, heavily influenced by the new age of



technology. For example and at a low level, we see it day-to-day in an increase in the theft of mobile telephones as they have become established as an easily saleable commodity. On a higher plain, it has been necessary to investigate serious and numerous allegations of paedophile activity on the World Wide Web that has resulted in a course of intense Police activity.

Additionally, a further dimension revolves around the high level of disposable income that is enjoyed locally. Whilst it appeals and is very attractive it does have a negative impact in some quarters. Young people can easily afford to pay extortionately high prices for Drugs and these include Class "A" Drugs such as Heroin and Cocaine that are particularly harmful to health. The burgeoning economy also puts pounds in peoples' pockets that are used to purchase alcohol – often to excess with negative results. However, it is in the drugs context that I offer one example of how future community complexities will provide enormous challenge for the Constabulary.

What the local drugs market lacks in volume sales it gains, and is more than compensated for, in the form of high prices on the street. There is rich profit to be made and historically rival drugs dealers will seek to agree territory to sell their product in an amicable and business like way. If they cannot agree, then they will inevitably resort to violence and the escalation from fistfights through the use of weapons to the criminal use of firearms will be quick.

If the Isle of Man ultimately experiences people carrying firearms and shooting each other to settle business differences in an effort to either gain or retain territory to sell drugs, then

predictably the community will start to feel downright unsafe and the quality of life that is so precious on this Island will quickly evaporate. Any thoughts of 96% of the population feeling safe will become nothing more than a pipe dream and this will drive a wedge, a very wide wedge, through the core purpose of the Isle of Man Government.

So, the Constabulary have made considerable progress in reaching a point near to peak performance in many spheres with significant increases in efficiency, effectiveness, quality and value in its service over the last three years. However, rising demand by virtue of increased population, greater disposable income, more advanced technology and greater sophistication in criminality is a real threat to the continued success of the Constabulary and ultimately to the quality of life of Manx people and residents. I contend that it is not stretching imagination too far to actually suggest that deterioration in law and order issues in the future could actually impact on the economy. My firm belief is that people now really have no crime fears when considering relocation to the Island to take up senior positions or launch new business, but this could change in the longer term and have a detrimental effect on economic growth. I look forward to working closely with the Department of Home Affairs to minimise this risk.

With this assessment at the foremost of my strategic thinking, there is a serious option to consider at this time and this presents the milestone and defining point that I curiously mentioned earlier. I submit that now is the time to invest in the organisation with a realistic prospect of the Constabulary being able to show

results. Rather than putting more money into the budget without any real change in out-turn, I believe that extra investment and resources will enable me to demonstrate actual improvement in the service, right across the board. Any lengthy delay in investment will undoubtedly put a strain on this ambition and if by way of real example it comes to pass that the drugs scene deteriorates as pessimistically as I have portrayed, then it will actually cost more to later redress the balance rather than now investing to protect the status quo. Furthermore, if future demand for our service continues to grow in quantity and complexity as in the recent past, then a complete reappraisal of our work, priorities and deployment methodology will have to be undertaken and probably, for the first time in its history, the Isle of Man Constabulary will have to start re-prioritising some non-core elements of its work.

The milestone and defining moment are now fast approaching. In the absence of a clearly defined programme of investment linked directly to service delivery and infrastructure outcomes, I will inevitably be forced to make some major decisions in the next twelve months in order to protect our position and thus minimise community risks for the next three to five years.

Irrespective of the future, I commend this Annual Report to one and all as a tribute to the professional commitment of the fine people who make up the Isle of Man Constabulary, namely the regular officers, support staff and Special Constabulary, who individually and collectively have delivered our promise for 2002/2003.

SECTION 1 – PERFORMANCE

KEY SERVICE AREA: COMMUNITY SAFETY

Community Safety

Each year we challenge ourselves to make the Isle of Man an even safer place to live and work. Whilst over the last year we have responded to some very high profile incidents that have been reported in both the local and national press, we live in a very low crime, safe environment. It really is so comforting to know that the Manx Community are keen to support the Constabulary to make it even safer.

Our commitment to Community Safety has never been higher. We continue to review and strengthen our plans in the fundamental issues that play a major role in Community Safety and to strengthen this philosophy we have created a multifunctional Community Safety Team. This was the result of some high level talks within the Constabulary to bring about a shift in emphasis and attitude both in the service and beyond. The focus is on High Visibility Police Patrols; tackling the dangers of drink and drugs;

reducing crime and anti-social behaviour and reassuring the public. We continue to develop our community policing initiatives and consultation with the public. Our relationships with the media are open and honest, and throughout all areas we scan for best practice, good ideas and value for money activities from both the UK and further afield. The secret here is to think internationally and act locally.

Best Practice

During the year we have continued to attend many national Policing forums, with some interesting areas for improvement coming from the Offshore Policing Forum and Her Majesty's Inspectorate of Constabulary. These enable us to look at the best options that have been tried and tested by others and see if they can be contextualised into a format suitable and appropriate for the Isle of Man.

Media

The Force has a positive relationship with the media. We inevitably need the media to enable our messages to reach the widest possible audience. Also, as an element of our ambition to make the Manx Community feel safe, we believe the local media have an important role

to play in promoting good citizenship.

Partnerships

Throughout Government Departments, Local Authorities and the private sector, partnership working is growing. As examples, I would highlight the work between Braddan Commissioners and ourselves, and more recently the launch of Project Centurion designed to enhance safety and protect the image of Douglas Promenade with many partners including Douglas Corporation. In addition, I am fully committed to playing a central role in the Chief Minister's Drugs, Alcohol, Tobacco and Young People strategies that are all working successfully on a partnership basis.

Alcohol

Alcohol plays a part in approximately 12% of incidents that result in a call to the Police and nearly half of those who are arrested have been drinking. My thanks go to the Isle of Man Government who have provided the finance to form a dedicated Alcohol Unit consisting of a Sergeant and four Officers. This is the first unit of its type and its work and presence will greatly assist in tackling the issues of alcohol in terms of offending, health and education.

High Visibility Patrols

Since taking command of the Force in late 1999, the amount of time officers are spending on foot patrol in the community has increased annually. We have become better at targeting these patrols to meet the needs of the public. I am pleased to repeat that the Force is



committed to such patrols and we plan to improve even further our targeting of areas in which these patrols are most effective.

Major Operations

Major operations are now part of the daily life of the Constabulary. These incidents cause immediate resource problems for us, and we are now skilled in crisis management. After a relatively short period, all those except those personally affected tend to put the incident to the back of their minds. However, teams of detectives continue to work on these incidents, preparing for Court appearances or inquests. It is not uncommon within the very meticulous approach to major investigations, for a team to be involved in the process well in excess of 12 months after the event. Family Liaison Officers continue to work with the families and local support teams work to ensure that communities remain reassured. For the first time in many years, demand following Major Crime Incidents stretched every officer and support worker beyond what could be expected during 2002.

I am afraid that we are simply not resourced and thus not structured to respond to major incidents. When major incidents occur simultaneously the position can be impossible. Officers on high visibility community patrols are inevitably re-deployed to support the investigations and this can and did result in unacceptably low numbers of Officers on the front line during the summer. For the first time in many years the

Force was compelled to rely on mutual aid from English Police Forces in order to maintain an effective local response.

My personal and professional thanks and gratitude go to the Chief Constables of West Midlands Police, Warwickshire Constabulary and Merseyside Police who responded to our need in such a magnificent manner.

Public Reassurance

It is really quite wonderful to live in such a beautiful Island as the Isle of Man where quality of life is exceptionally high. The Island has historically enjoyed a very low level of crime and my ambition is to sustain this enjoyment. However, having low crime is only half of the equation. I contend that people must actually feel safe in order to maximise real quality in their lives. Public Reassurance is therefore high on our congested list of priorities.

We approach this issue in a business-like and strategic way. The approach consists of three elements, namely Visibility, Accessibility and Familiarity. High visibility uniform patrols provide the framework for the Visibility element. Opening new Police

Stations in local communities and developing a new call handling capacity in the forthcoming Emergency Services Joint Control Room under-pin the Accessibility element. Police Officers wearing name badges and talking to the community are good examples of how the Familiarity element of the response is delivered.

Whereas everything we do in the Isle of Man Constabulary is heavily focussed on the community with the ultimate aims of reducing fears of crime and enhancing feelings of safety, the acid test of our success should not come from our own self-assessment or indeed comment from politicians, but from the people themselves. Therefore, on an annual basis we survey 1,000 households, plus a large group of young people, to gauge and measure the extent to which our clearly defined policing philosophy of Community Reassurance reaches its objectives.

In the autumn of 2002, the Community Satisfaction Survey demonstrated that 88% of the population had confidence in the Constabulary and 96% of the population feel safe. Such high levels are quite extraordinary, and I contend are world class.



The following represents a report on our successes in both our developmental and strategic agenda together with our Operational Goals, as detailed in the Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
Open a new Police Station in Lord Street, Douglas.	Lord Street Police Station opened in August 2002 and is now the operating base for all Douglas policing.	✓
Monitor developments on community policing in other jurisdictions so we can offer the best possible service.	We attended seminars and workshops throughout the UK and play a major role in the Off-shore Policing Forum.	✓
Devote more time to working in Schools.	Our Community Safety Team now has three officers dedicated to working in Schools and other educational establishments. The amount of time spent in schools has significantly increased and more children than ever before receive structured lessons.	✓
We will continue to develop the Neighbourhood and Business Watch Schemes.	The number of Neighbourhood Watch Schemes continues to grow and is a major contributor to public reassurance.	✓
Work with Partners to explore the use of Anti-Social Behaviour orders.	Work with Partners has featured and although there has been a slight delay we are now more prepared to make application for these orders.	✓
Do more for witnesses and victims, for the first time producing leaflets setting out vital information for members of the Public.	Each victim of crime is given the details and opportunity to contact Victim Support and our own Family Protection Unit has produced leaflets to assist victims.	✓
Publish minimum service standards so that the public can hold us accountable.	We publish many standards in our Policing Plan and then in the Annual Report we actually show if we have achieved the targets. So that these details are more accessible we also published a service standards leaflet which was delivered to every domestic and business address in the Island.	✓
Broaden and deepen consultation with the public and create links with vulnerable groups, such as people from visible ethnic minorities.	Since 11th September 2001, we have taken positive steps to contact those people who are from different countries or religions. Using this as a starting point we have developed a group that has a responsibility for maintaining contact with vulnerable groups such as the disabled or the gay community.	✓
Continue to hold policing surgeries throughout the Island so that the Public can tell us of their concerns.	Surgeries are now held in every area of the Island and the information received is fed into our planning cycle.	✓
Use the first full year of our Alcohol Unit to try and tackle the abuse of alcohol.	Alcohol has a major effect on our community. The Alcohol Unit has grown and now consists of a Sergeant and four Constables. Much of their work has been involved in the review of every licensed premises so that a detailed risk assessment can be given to the triennial licensing court.	✓
Work with other organisations to establish a meaningful Alcohol Arrest Referral Scheme.	We are now prepared for the introduction of the Alcohol Arrest Referral Scheme. However, a difficulty with staffing in other areas of Government has meant that it has not been possible to progress this initiative.	✓
Produce an alcohol education package so that the public can be made more aware of the dangers of its misuse.	When the Alcohol Unit commenced its work it quickly identified other partners. It was found that the Alcohol Advisory Service was producing a very good information and education package and there was no need for us to duplicate this work.	✓

Our 2002/3 Strategic Goals	Comment	Achieved
<p>Play a major role to try and tackle juvenile crime which is such a drain on our resources and which is so damaging to our community.</p>	<p>The Deputy Chief Constable sits on the recently introduced Chief Minister's Young Persons Strategy Group. We are ready to launch and lead a Youth Justice Team which will be a multi-disciplinary team. This will be an area that will undoubtedly have positive results.</p>	<p>✓</p>
<p>Review the whole way that we deal with young people with a view to reforming our approach in years to come.</p>		<p>✓</p>
<p>Modernise the way that we deal with complaints against the Police.</p>	<p>A Chief Inspector is now in post and the system in which we deal with complaints has been significantly streamlined.</p>	<p>✓</p>
<p>Produce explanatory leaflets and set out basic standards for dealing with complaints.</p>	<p>Notices are clearly displayed at each Police Station showing how to make complaints and a new policy on this issue has been introduced.</p>	<p>✓</p>
<p>Create a new Post of Chief Inspector, Professional Standards, to deal with the issue.</p>	<p>The Chief Inspector is in post and now supported by a Sergeant.</p>	<p>✓</p>
<p>Ensure that our staff are fully trained to meet the challenges posed when the Human Rights Act becomes effective in 2003.</p>	<p>Human Rights Act training has been delivered by means of distance learning packages.</p>	<p>✓</p>
<p>Develop our ability to manage major incidents or disasters or those where firearms are involved.</p>	<p>We have continued to train officers in Management of Disaster and Civil Emergency. In March 2003 we hosted probably one of the best and largest training sessions ever held in the Island. Our Firearms response and planning has been significantly refined and has improved greatly over the last year. We played a leading role in a number of other multi-agency exercises throughout the year.</p>	<p>✓</p>



The Key Performance Indicators

Overall public satisfaction		
Target	Result	Achieved
<p>1 To ensure that 87% of people surveyed are confident or fairly confident in the Force.</p> <p>Source - Survey work</p> <p>Measure – Annually via surveys</p>	<p>We achieved an 88% satisfaction level. This is an outstanding success story.</p>	<p>✓</p>
Public satisfaction with police presence		
Target	Result	Achieved
<p>2 To increase by 5% the level of satisfaction with Police patrols.</p> <p>Source – Survey and PCF work</p> <p>Measure – Annually via surveys</p>	<p>54% satisfaction was achieved this year which is 1% down on the previous year. Better targeting of patrols now means that officers are best placed to combat crime and disorder but does mean they are sometimes taken away from very low crime residential areas.</p>	<p>✗</p>
Levels of foot patrols		
Target	Result	Achieved
<p>3 Increase the level of high visibility foot patrols by 3% the emphasis being on intelligence led targeted patrols.</p> <p>Source – Survey PCF and other consultation work</p> <p>Measure – Monthly at local level</p>	<p>Foot patrols have increased by over 27% and intelligence led patrol has improved.</p>	<p>✓</p>
Complaints Against the Police		
Target	Result	Achieved
<p>4 To reduce formal Complaints Against the Police.</p> <p>To have 90% of complaints against the Police dealt with in 120 days and 100% dealt with in 150 days.</p> <p>Source – Force's own planning. HMIC Inspection</p> <p>Measure – Quarterly at Force level</p>	<p>Complaints have reduced from 42 to 29.</p> <p>17 complaints have been completed and 12 remain under investigation. All the complaints investigated were completed within the 150 day period.</p>	<p>✓</p> <p>✓</p>
The effects of alcohol abuse		
Target	Result	Achieved
<p>5 To measure the number of incidents caused by the abuse of alcohol so that we can properly benchmark the position with a view to reducing yet further the number in 2003-2004.</p> <p>Source – Force's own planning</p> <p>Measure – Production of a benchmark figure in March 2003</p>	<p>About 12% of all incidents are alcohol related and nearly half of those arrested have consumed alcohol.</p>	<p>✓</p>

KEY SERVICE AREA: CRIME MANAGEMENT

The Isle of Man is a low crime area compared to most parts of Europe and much work has been undertaken to reduce crime still further. Whilst crime is low and the Island is a safe environment in which to live, the impact of the crime we experience is real and everyone in the Island can suffer as a result. It is a continual challenge for the Police, our partners and the community as a whole, to make the Island an even safer place.

On 1st April 2001, I introduced the National (UK) Crime Recording Standard that was rather erroneously dubbed 'ethical crime recording'. This is a method to ensure that any incident that could be a crime is recorded as one. As a result we experienced a 22% increase in the number of crimes recorded in 2001–2002 but importantly this gave us a new benchmark to measure from. Our systems have not changed during this year. However, our quality control mechanisms for checking that all incidents that should be recorded are recorded fully are a significant improvement on our previous position.

Analysis and predicting trends in crime have become established in our operational planning. During the year we have introduced a Tasking and Co-ordinating Group consisting of Senior Managers, Crime Analysts, Intelligence Officers and the Divisional Commanders. This Group looks at the trends in crime and other incidents and for the first time is able to move resources to disrupt, detect and prevent offending.

Last year, I wrote about the impact that major investigations had on such a small Force. Very little has changed. The enquiry into a death in a Nursing Home, the sinking of the Solway Harvester and the

enquiry into the deaths of the two young people in Douglas are still ongoing. These take meticulous preparation and will result in high profile court cases in the coming year. The court cases alone will place extra strain on our already limited resources. Whilst these cases are still *sub judice* and I cannot make further comment on them, during the year we have seen the conclusion of the Operation Safe and Diamond trials. These resulted in 48 people being brought to justice for importation and supplying Class "A" Drugs.

In addition to these cases, Officers have investigated many other serious crimes such as a serious stabbing in Willaston, a series of burglaries of both domestic and business premises, a robbery at a petrol filling station in Kirk Michael, a case of 'shaken baby', a number of very serious assaults and more recently a large fire in a hotel in Douglas. During the year four major investigations were launched where death had occurred albeit after extensive enquiries the deaths

were not shown to be suspicious.

We play a major part in international investigations, the Financial Crime Unit now liaise with other forces on a daily basis. During the year we have arrested a number of people in relation to the use of the internet and specifically people who view and pass on pornographic images of children. Although the Force has built up a considerable and professional forensic computer analysis capability, the sheer volume of material associated with some cases in this category have placed onerous demands on the Officers who carry out such work. It can be predicted with some certainty that forensic computer analysis is an area of growth and in the forthcoming year we will be challenging ourselves to find a way forward, perhaps in partnership with other agencies and departments, for the future resourcing of this activity.

A murder enquiry was launched when a body of a woman was

Continued on page 10



Incident Room

Continued from page 9

found in a hotel in Douglas in October 2002. A man has been charged and this case is currently awaiting court proceedings.

I report briefly on these aspects of serious crime purely to illustrate the quantity and quality of high class investigative work my Officers carry out. It is only as a result of the dedication of all the staff of the Constabulary that these investigations can be undertaken and brought to successful outcomes.

Whilst every member of the Force is put under strain our own Scenes of Crime Department which

consists of one Sergeant, three Constables and one support staff member, attend virtually every crime. They work to an on-call rota providing 24 hour cover. There are few nights when they are on call that they do not get deployed for some reason. They have this year instigated an 'injuries surgery' so that victims who have been injured through assaults or similar can be given an appointment to see the Officers and have their injuries photographed. This has resulted in a better service to the public and increased efficiency for the Officers.

Forensic Science is playing an ever

greater role in criminal investigations. DNA is playing its part and over the year and we have had 25 successful 'hits' on the Island as a result. These are 25 offenders that may not have been linked to crimes without this evidence. A further 9 'hits' were made for other forces from samples supplied by us. The cases involved a wide range of offences from Rape, Domestic Burglary to Assault and Criminal Damage. I am committed to maintaining a first class Scenes of Crime Department by ensuring that the best training and technology is available to our Officers.

The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
We will develop still further our internal systems for dealing with reported crime so that our data can be better relied upon when crime issues are debated.	Our new IT system called MENTOR was actively developed in time for introduction on 1st April 2003. This was a major step forward and will assist in the recording and analysis of crime. Comprehensive audits of our data were undertaken.	✓
We will improve our communication with crime victims providing them with timely and effective feedback.	We recognise that feedback to victims is not our strongest point. Improvements have been made and work is still ongoing. We now have a Detective Inspector reviewing this and will make further improvements.	✓
We will review our whole approach to the investigation and detection of crime so that our service can improve.	The review has been completed but is awaiting decision at Senior Management level once the current demand on Detectives reduces.	✓
We will carry out a complete re-appraisal of how and where we deploy our Detective Officers.	Again this review has been completed and awaits discussion by Senior Managers once current cases have been finalised at court.	✓
We will seek to free resources to allow us to take a pro-active approach to crime.	The Tasking and Co-ordinating Group is the first steps towards this goal and it is already paying dividends. However, staffing levels at the present time do not allow us to introduce a permanent pro-active team.	✓
We will seek to involve other agencies in work to ascertain the true level of crime within the Island.	We have a very good working relationship with Victim Support who are able to share non-confidential information with us. This allows us to obtain a better picture of what is happening on the Island.	✓
We will monitor the progress being made in other jurisdictions on crime reduction and detection.	We continually scan locally, nationally and internationally for trends and best practice that could assist the Constabulary.	✓

Our 2002/3 Strategic Goals	Comment	Achieved
We will work with the local media to ensure that the public is aware of the real picture on crime.	We have a very good working relationship with the local media and we are totally transparent in all matters that relate to crime.	✓
We will enhance our work with the Department of Local Government and the Environment (DoLGE) in an effort to "design out" crime.	The national standards for "secure by design" are slowly being adopted. Designing out crime must become the norm within planning as this takes into account all environmental factors. With our relationship with DoLGE improving all the time crime can be reduced in the long term.	✓
We will seek to improve the way that we deal with family protection issues placing a greater emphasis on domestic violence.	An Officer has been appointed to manage the Sex Offenders Register and another Officer is now in place to deal with all Domestic Abuse issues. This work will be difficult and complex and will develop further as the Officers settle into their roles.	✓
We will work with our partners to make a success of the newly created Sex Offenders Register.	We work extremely well with all other interested agencies and have enjoyed a most successful year cultivating professional relationships.	✓
We will continue to play a leading role in the Chief Minister's Drugs and Alcohol Strategy. We will work with other agencies to seek to reduce the tragic waste of young lives caused by drugs abuse.	We have been a major contributor to the Chief Minister's Drugs and Alcohol Strategy and we maintain this commitment. It is only through the concept of inter-agency working that the approach of education, harm minimisation and enforcement will succeed.	✓
We will strengthen our links with the Customs and Excise Division of the Treasury, so that together we can fight the menace of drugs.	We now have a Memorandum of Understanding in place and closer working relationships are quickly developing.	✓
We will enhance our drugs education packages which are so important for the future.	Two Officers who were attached to the Drug Squad have moved to the Community Safety Team. In September a review of the teaching was undertaken and some amendments made. Our Team has now been working with the other educational agencies to ensure that the packages delivered are correct and contain legitimate and relevant messages. It is planned to further extend the scheme in the coming year.	✓
We will improve the way that we deal with Crimestoppers.	Callers to Crimestoppers now get a better service than ever before with a full 24 hours a day 7 days a week personal response.	✓
To review the use and effectiveness of the Crime Prevention Panel.	A review has taken place and consideration to the recommendations is being made.	✓
We will seek to benchmark the work of our Scientific Support Unit with other similar units elsewhere, with a view to improving still further our successes.	Benchmarking is now in place comparing ourselves with Lancashire and work is ongoing to benchmark ourselves against Jersey and Guernsey.	✓
We will create a policy on crime scene attendance so that the best use is made of our resources.	Crime scene attendance criteria and guidelines to Officers have been produced and circulated to all Officers.	✓
We will try to ensure that we get the most from the Crimestoppers scheme. To help achieve this the Chief Constable will make a public pledge about it.	For the first time Crimestoppers telephones are answered by a Police Officer 24 hours a day 7 days a week. The Chief Constable has made a public pledge to support Crimestoppers.	✓

The Key Performance Indicators

Public fear of crime		
Target	Result	Achieved
6 To ensure that 95% of all people surveyed feel safe living in the Isle of Man. Source – Survey work Measure – Annually via surveys	The 2002 survey shows that 96% of people feel safe. This is a major achievement.	✓
Reduction and prevention of crime		
Target	Result	Achieved
7.1 To reduce reported crime by 2% Measure – Monthly at local and Force level	The total number of reported crimes has been reduced by 8.4% from 5,164 to 4,730.	✓
7.2 To raise awareness of crime prevention by producing a crime prevention booklet which we will provide to every home and business on the Island. Source – Survey work; other public consultation; Force's own scanning Measure – Actual achievement	This booklet was distributed to every home and business address during 2002.	✓
Stopping violent crime		
Target	Result	Achieved
8 To reduce violent crime by 5%. Source – Survey, PCF and other consultation work. Measure – Monthly at local and Force level.	Reported violent crime has increased by 18 cases from 467 last year to 485 cases this year – an increase of 3.9%. Violence was reduced in "A" Division by 26.7% albeit the numbers are low i.e. a reduction from 45 to 33 cases.	✗
Tackling the growth of criminal damage		
Target	Result	Achieved
9 To reduce criminal damage by 5%. Source – Survey work; other public consultation Measure – Monthly at local and Force level	This figure has reduced by 22 cases from 1,588 to 1,566. It is insufficient to meet our challenging target. It is a reduction of 1.4%.	✗
Improving the detection rate		
Target	Result	Achieved
10 To improve the detection rate for recorded crime by 2%. Source – Force's own scanning Measure – Monthly at local and Force level	We have improved the detection rate by 2.1% from 31.3% to 33.4%.	✓
Improving our service to victims of crime		
Target	Result	Achieved
11 To improve satisfaction levels of crime victims by 5% in terms of manner and speed of response and aftercare. Source – Survey work Measure – Annually via thematic surveys	Due to the re-deployment of the post of Quality Assurance Inspector the required surveys have not been carried out.	✗

Making the best use of scientific support		
Target	Result	Achieved
12 To ensure that DNA samples are taken from 98% of relevant people. Source – Force’s own scanning Measure – Quarterly at Force level	Of those charged with offences the target figure is achieved. We are now focussing on tightening up our procedures to ensure that those proceeded with by means other than charge are included in DNA collection.	✓

Tackling the drugs menace		
Target	Result	Achieved
13 To increase the volume of seizures of Class “A” Drugs by 2%. Source – PCF, survey work, Force’s own scanning Measure – Quarterly at Force level	Unprecedented increases have been experienced in this area. The street value of seizures amounts to £678,000.	✓

KEY SERVICE AREA: CALL MANAGEMENT

Call Management is at the heart of both our emergency and non-emergency service and a function we have to get right. The public on the Island have a right to expect fast, effective and polite service whenever and wherever they require it. This Key Service Area will be influenced greatly by two issues over the forthcoming year namely the building and opening of the Emergency Services Joint Control Room (ESJCR) and the introduction of the TETRA radio system. The building for the Control Room is complete and is situated to the rear of the Police Headquarters. The radio system has suffered some supplier set backs and the project will not be completed until Spring 2004. Whilst this project is driven by the Department of Home Affairs and Communications Division, we have maintained our commitment to it and will continue to do so.

Call Management is about getting our first contact with the public perfect. The majority of personalised first contact is actually made by telephone. If members of the public do not get the quality

service at this first stage then we risk losing the confidence of that person and possibly some detail that may assist us in solving or preventing crime. The main Police Headquarters telephone switchboard recorded 434,063 separate calls over the last year. The control room received 4,944 emergency ‘999’ calls, an increase of over 30% on the 2001/2002 year but it also made or received a further 77,296 telephone calls. In addition, in excess of 400,000 radio messages were passed over the radio system. We have amended the shift pattern worked by those in the Control Room and extra Officers have been posted to that role. However, the number of staff still falls short of the number required but if Officers from street patrol are deployed to fill the gaps the service the community receives would diminish and officer safety will be threatened.

In addition to this we have created a temporary help desk. This is staffed by Officers who cannot perform full duties for a variety of reasons, including injury and pregnancy. They deal with many of

the routine enquiries usually dealt with by the Control Room thus reducing the level of demand. This has been an outstanding success but unfortunately cannot become a permanent feature due to resource issues.

It is not only telephone callers who can expect a high level of service. People who call at the counters at Police Stations should properly be dealt with in a polite, effective way. To this end we have delivered three days training to all our first contact support staff.

One of our success stories has been the introduction of a policy relating to our response to automatic alarms. With little risk to the safety of people’s property the number of alarms which now demand a response has reduced from 1,579 to 1,115 in this year. Compared to an attendance record of 2,429 the year before this shows a substantial reduction in unnecessary deployment by our front line staff and we celebrate a major success in this particular sphere. In effect a major source of bureaucracy has been eliminated.

The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
We will ensure that we meet all the targets set for us by the ESJCR project.	All the targets set by the Strategic and Project Groups have been met.	✓
We will provide a high level of commitment to the project and to the work designed to produce the best possible command and control system.	The new Emergency Services Joint Control Room project is an area that will affect the way we police the Island. Whilst it suffered some setbacks with one of the suppliers, we have satisfied our commitment and will continue to do so.	✓
We will help facilitate training for employees of the new ESJCR.	This responsibility is on schedule and training will commence once the staff have been appointed.	✓
We will monitor the workload of our current Control Room staff to ensure that we provide the best possible service.	Continual monitoring of the workload within the control takes place. Officers on light duties have been deployed to form a help desk to help take work away from the Control Room.	✓
We will manage the use of alternative shift patterns in the Force Control Room.	We have placed extra staff in the control and custody area and amendments have been made to the shift pattern to ensure better working conditions.	✓
We will ensure that all our "first contact" support staff receive adequate training.	All our first contact staff have now received three days training.	✓
We will continue to make robust use of our alarms response policy which has made significant savings in police time.	The successful introduction of this alarms policy has ensured that vast amounts of Police Officers time has been saved and this policy will continue.	✓
We will progress the introduction of the TETRA radio system and in doing so seek to allay any associated health fears.	We remain committed to the project. All the health and safety issues are treated seriously and at this stage present no obstacle to successful implementation.	✓



The Key Performance Indicators

Dealing with 999 calls		
Target	Result	Achieved
14.1 To answer 97% of all 999 calls within 10 seconds.	4,944 emergency '999' calls were received in the Control Room during the year and each one was answered in the prescribed time.	✓
14.2 Without sacrificing road safety, to have a police response at scene within 8 minutes in 90% of urban incidents requiring immediate attendance.	Our manual paper based systems are hugely unreliable albeit they do indicate under achievement. However, dip sampling indicates that we achieve the goals in the vast majority of cases.	✓
14.3 Without sacrificing road safety, to have a police response at scene within 14 minutes in 90% of rural incidents requiring immediate attendance.	Our manual paper based systems are hugely unreliable albeit they do indicate under achievement. However, dip sampling indicates that we achieve the goals in the vast majority of cases.	✓
<p>Source – Survey work; other consultation; HMIC Inspection</p> <p>Measure – Quarterly at local and Force level</p>		

Satisfaction from people who use our services		
Target	Result	Achieved
15.1 To carry out at least four surveys to assess satisfaction of telephone and personal callers to police station.	This has not been achieved. With the redeployment of the Quality Assurance Manager it has proved impossible to carry out the required surveys.	✗
15.2 To obtain at least 80% satisfaction from such callers in terms of speed and manner of response.	91% of people were satisfied.	✓
15.3 To obtain at least 60% satisfaction from such callers in respect of subsequent feedback.	We have recognised for some time that providing feedback to people is not one of our strongest areas. 50% of people were satisfied.	✗
<p>Source – Force's own scanning</p> <p>Measure – Report twice yearly</p>		

KEY SERVICE AREA: TRAFFIC MANAGEMENT

This Key Service Area impacts on the community every day. With the ever increasing population and the fact that many homes are 'two car families' the volume of vehicles on our roads increases. It is an area that not only features in the political arena, with the issue of speed cameras being discussed throughout the year, but it is also one of the major concerns we find expressed by the community when we undertake our consultation meetings. I am pleased to report that enforcement of speed limits is now targeted at areas that are of specific importance, for example outside schools, or areas where speed has been shown to be the cause of collisions. Reducing injuries to people sustained as a result of traffic collisions remains an important issue to me and a key element of Community Safety.

For the first time this year we now have the capability to analyse data. Whilst we can identify the causation factors, we cannot alone reduce the number or serious nature of many of the collisions. It is to this end that we are working ever more closely with the Department of Transport at Ministerial, Chief Executive and operational levels. The drink driving and road safety campaigns at Christmas and TT are now firmly established joint enterprises. The Traffic Management Liaison Group consists of the Local Authorities, the Department of Transport and ourselves and these now enjoy a fresh focus.

I am continually reviewing the collision reduction capability of our Officers but specifically the Traffic Officers. 'B' Division Traffic Section for the first time is now up to strength and working from Willaston Police

Station with an experienced Traffic Sergeant in charge. An area which will feature in our plans for the coming year is a further enhancement of our Collision Investigation Team. When a serious collision occurs they have the responsibility of piecing together all the evidence, reconstructing the scene and identifying the cause of the collision. There are few of these Officers and through their dedication there is an on call service available 24 hours a day 7 days a week.

I am committed to reducing the number of lives that are lost on our roads every year and it is only by a mix of education and

enforcement through partnerships and problem solving that the tragic loss of life and collisions resulting in serious injury can be reduced. This is becoming especially difficult against a backdrop of such a huge increase of vehicles on our roads.

Traffic Officers also play a major role in Police driver training. Throughout the winter months Officers are trained locally by our own UK trained instructors in both motorcycle, car and security driving techniques. Whilst this is a drain on our operational resources it is financially more viable than sending every Officer to the UK.



The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
We will strengthen and formalise our links with the Department of Transport so that together we can tackle road safety issues in a positive way.	Our links and work with the Department of Transport are becoming much stronger and pave the way for the signing of a formal partnership agreement. We now run joint road safety campaigns and jointly look at new ideas and collision prevention issues through the Traffic Management Liaison Group.	✓
We will re-double our efforts at enforcing speed limits. This will apply in urban and rural areas with our approach being based upon limited tolerance.	The amount of time spend on speed detection has increased by 34.6%. The focus of our work is to promote road safety by reducing speeds in dangerous places as identified by our data.	✓
We will prepare for the introduction of speed detection cameras.	Whilst supporting the initiative we cannot proceed without extra support staff to respond to the numerous prosecutions that will follow.	✓
We will mount a series of at least four road safety campaigns throughout the year focusing on issues that are seen to be really important to the community.	Our "Don't Drink and Drive" campaigns during the TT and Christmas period are probably the best known. However, throughout the year campaigns take place on issues such as not parking on pavements and lighting defects.	✓
We will work with other agencies to try to improve public transport where this might reduce the levels of drink-driving.	A lot of work is still ongoing with our partners in both the public and private sector to ensure that the vital transport required to reduce drink-driving is available.	✓
We will continue with an ambitious programme of police driver training so that our Officers can lead by example.	During the winter months there is an ambitious programme of driver training. We now have three qualified instructors, two for motor cars and one for motorcycles, giving tuition to our staff.	✓
We will develop our capacity to analyse road traffic collision data and to deploy our resources as a result.	A new IT system has had a major impact on our analytical capability. This facilitates better targeting of our traffic patrols.	✓
Just as we intended to improve the way that we deal with victims and witnesses of crime, we intend to improve the way that we treat victims of road traffic collisions and those who witness them.	From the feed back we have received by way of survey, 95% of those we deal with are happy with our actions at the scenes of collisions. This is a particularly high level of satisfaction.	✓

The Key Performance Indicators

<i>The reduction of accidents</i>		
Target	Result	Achieved
16.1 To reduce the number of road traffic collisions by 5%.	Collision numbers increased from 950 last year to 1,025 representing an increase of 7.9%.	X
16.2 To reduce the number of road traffic collisions where injury results by 5%.	Injury collisions increased from 297 to 308 representing an increase of 3.7%.	X
Source – Survey, PCF and other consultation work.		
Measure – Monthly at local and Force level		

<i>The twin menaces – drink-driving and speeding</i>		
Target	Result	Achieved
17.1 To carry out at least four campaigns throughout the year targeted specifically at drink-driving.	Four campaigns took place, some with very high profile publicity, and others supporting national (UK) campaigns.	✓
17.2 To increase the time spent using speed detection equipment by 5%.	A 34.6% increase has been seen in time spent on speed detection this year. This equates to 395 hours that Officers have committed to enforcing speed limits by the use of radar devices.	✓
Source – Survey, PCF and other consultation work.		
Measure – Monthly at local and Force level		



KEY SERVICE AREA: INTERNAL SUPPORT



No Police Force can function correctly without the appropriate level of support and backup for every Officer. We continue to struggle with the low numbers of support staff we have and this undoubtedly means that some jobs have to be carried out by Police Officers who should be working in the community. Our HMIC report for 2002 demonstrated that the average ratio of Support Staff to Police Officer in UK Forces is 1:2.25 and in the Island the ratio is 1:5. Whilst I appreciate that staffing numbers cannot be allowed to run out of control within Government, the lack of support for Officers is a serious and ever increasing concern. Over the last three years, the Force has met most of the demands placed on it and from being the worst performing Force for sickness absence, it is now one of the best. Every Officer and civilian support staff member is working to capacity and as further demands are placed on the Constabulary without any optimism for growth in civilian support, low priority functions may actually come to a halt.

During 2001/2002 the Constabulary ran with a Senior Management Team consisting of people in temporary or acting posts. Officers were promoted into substantive

positions in January 2002. This has been the first full year of operation that our Senior Management Team of Police Officers were in substantive roles for some considerable time. Notwithstanding, a gap at the senior post of Director of Corporate Services did exist. This post was not filled until January 2003, and the lack of the right person in that position has

meant others carrying particularly high case-loads and responsibilities.

I am pleased to report that in January 2003 Ms Karen Scott joined us as Director of Corporate Services and Mr Alex Barron joined us as Facilities Manager. Both are major assets to the team and I am looking forward to seeing the impact they will have on the Constabulary over the next year.

Also pleasing to report is that our new Douglas Police Station became operational in August 2002. This is an impressive building bringing the Policing of Douglas back into the heart of the town.

It is a credit to Braddan Parish Commissioners that in partnership with the Constabulary, a Community Police Station and Officers' residence have been opened in Close Corran, Union Mills. This is visible proof of how our commitment to Community Policing and partnership working can directly benefit the community. I take this opportunity to applaud Braddan Parish Commissioners for their vision and unstinting commitment in working with us in the interests of Community Safety.

During the year the refurbishment of Peel and Ramsey Police Stations commenced. By mid 2003, Officers

in each Division will have appropriate facilities within their respective work environments. This is welcome news.

During the year the MENTOR computer system has continued to develop and in April 2003, the crime recording system went live. This will give the Constabulary a better capability to analyse crime and hence respond more effectively in both crime reduction and investigation.

Our IT systems have not kept pace with the modern world due to a lack of investment and training. This has been despite the best efforts of our IT team. It is welcomed that the money to carry out a strategic review of our IT needs has now been made available and the review is taking place.

In December 2002 with financial support from the Department of Home Affairs we started rolling out the Government 'MAGIC' programme which allows for electronic communication by Email. I immediately saw that the amount of paper reduced and internal communication improved. I look forward to the electronic age fully reaching the Police Service on the Isle of Man. This is an area that we will have to work on and invest heavily in over the coming years.



The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
To manage the introduction of the MENTOR computer system and to develop, yet further, the entire project.	MENTOR is a major challenge for such a small Force to undertake. Work has continued throughout the year and we have now seen the latest phase, crime recording, being rolled out.	✓
To carry out a strategic review of IT provision within the Force to ensure that Officers are given the best possible support.	An internal scoping exercise was completed and now finance has been made available to extend the review with the help of consultants.	✓
To work with other criminal justice partners to try to progress a "joined up" approach to the use of IT within the criminal justice system.	Work is continuing with other agencies to develop an IT system that is compatible between all partners.	✓
To participate in the Isle of Man Government MAGIC and JUPITER computer systems.	MAGIC has been introduced. For the first time all Officers and support staff in the Force have access to the internet and Email facilities.	✓
To play a part in work towards the creation of a local Criminal Records Bureau.	A Service Level Agreement is in place with the Criminal Records Bureau in England and Wales with the Scottish derivative awaiting signature.	✓
To refurbish Police Headquarters so that facilities for our staff are improved.	We now have a Facilities Manager in post and a review of all our property with appropriate improvements is underway.	✓
To work with other agencies to assess the benefits of Restorative Justice.	We continue our commitment to the Chief Ministers Young Person's Strategy. The Youth Offending Team will look at all aspects of youth justice.	✓
To standardise file preparation.	A standard system of file preparation has been introduced.	✓
To monitor the introduction of a formal policy on the prosecution of offenders.	A formal policy has been introduced and adopted.	✓
To work with the Department of Home Affairs to help implement the Isle of Man Government's new planning and budgetary processes.	We have worked closely with the Department. Our own and the Department Plan compliment each other and jointly add value to the Government Plan.	✓
To pursue our objective of increasing our support staff.	Financial bids for extra resources have been submitted. Political lobbying to increase our support staff continues.	✓

The Key Performance Indicators

Helping to improve the criminal justice system		
Target	Result	Achieved
18 To meet time targets for the prosecution of offenders agreed with the Court User Group on 90% of occasions: When the defendant is in custody: 56 days between the first Court appearance and the summary trial; 70 days between first Court appearance and committal proceedings; When the defendant is on bail: 28 days between charge and first court appearance; 84 days between first court appearance and summary trial; 70 days between first court appearance and committal proceedings. Source – Court User Group Measure – Quarterly at Force level	100% was achieved in this area. A sample shows that varying time scales are encountered but the samples showed the quickest to be 28 days. 91.7% of cases dealt with were within this target 94.3 % were within this target. Excluding cases that were delayed for reasons beyond our control, this target was achieved.	✓ ✓ ✓ ✓

The Police National Computer: meeting our obligations		
Target	Result	Achieved
19.1 To ensure that 90% of all persons charged with criminal offences are properly documented so that appropriate entries are made on the Police National Computer.	This target is met as a matter of routine. Audit systems ensure that the appropriate forms are completed and entries completed.	✓
19.2 To make all relevant entries of source documents and court results on the PNC achieving this in 75% of cases within 24 hours. Source – Force's own scanning. HMIC Inspection Measure – Monthly at Force level	Due to staffing and internal process difficulties this target has not been achieved.	✗

KEY SERVICE AREA: FINANCIAL CRIME

The fact that Financial Crime warrants its own Key Service Area within our Force management structure reflects how important an issue it is. All areas of Policing have the possibility of impacting on the finance sector and ultimately the quality of life enjoyed on the Island. However, the Financial Crime Unit working closely with other agencies, plays a major role in ensuring that the global reputation of the Island is protected. I have invested heavily in the training and personal development of this team. They are responsible for many spheres of highly specialist work that include the analysis of Suspicious Transaction Reports,

liaison with other Forces and agencies both nationally and internationally and combating money laundering. A great deal of training has been undertaken to allow the Unit to become expert in interrogating computers enabling them to play a major role in the analysis of all elements of modern electronic crime. The Financial Crime Unit also undertake investigations pursuant to drugs profit confiscation legislation and still investigate reported cases of fraud that have local connotations.

International Relations

Officers are members of the Egmont Group, which is an international body formed to aid the flow of information between countries to prevent and detect money laundering and financial crime. We have continued our commitment to this Group (and others) to ensure that the reputation of the Island as a world class financial centre is preserved.

Through these international contacts the unit has been able to raise the profile of the Island and its excellent

record in the prevention and detection of money laundering. Education packages and training have been offered to the staff of the finance sector to aid identification of suspicious transactions and other crime.

Suspicious Transactions

Whilst 1,837 reports of suspicious transactions during the year is the highest on record, it is important to remember that they are only suspicions and by no means does the high number reflect the actual scale of money laundering on the Island. As the number increases it may be interpreted as how well the Unit has built its relationship with the finance industry, how trusted they are and how diligent the industry are in preventing crime.

Edwards Report and IMF Inspection

The Edwards Report reviewed the finance industry on the Island and made a number of recommendations, some of which impacted on the Financial Crime Unit.

Whilst all the suggested areas for improvement within the Edwards Report have not as yet been completed, it was recognised that change would be over a long term and positive progress is being made all the time. The Constabulary have now completed its own internal review of progress thus far and now await the views of the Isle of Man Government. Also, we were pleased to host and co-operate with an inspection of the Financial Crime Unit by the International Monetary Fund (IMF) during the year and now await the publication of its report.



The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
We will carry out a review of the structure, remit and development of the Financial Crime Unit.	A full review has taken place and the views of the Government are awaited.	✓
We will ensure that the Unit grows to its full potential making use of our ever-strengthening links with the Customs and Excise Division of the Isle of Man Treasury.	Relationships with the other agencies involved in this complex area are growing and will ensure that the unit reaches its full potential. A Memorandum of Understanding has been signed and a joint database is being explored with Customs and Excise.	✓
We will seek to set the standards for co-operation with other jurisdictions.	The draft IMF report is positive and complimentary towards the Unit and its partners.	✓
We will build up expertise in the restraint, seizure and repatriation of criminal funds.	Training is ongoing. Strong links with the Assets Recovery Agency in the UK are being forged.	✓
We will work with the industry to ensure that financial disclosures are measured in terms of the quality of the intelligence they provide rather than being measured solely on volume.	This is ongoing work.	✓
We will target key groups and individuals within the industry in an attempt to improve awareness of money laundering issues.	Awareness seminars are held frequently within the finance sector ensuring that the most recent information is available.	✓
We will play a developing role in the world-wide Egmont Group of financial crime units.	We maintain our commitment and input into the Egmont Group.	✓
We will enhance our ability to offer forensic computing capability within the Island.	Training is a vital part of this commitment. Staff can now forensically examine computers with a remarkably high success rate at recovering information that has been 'hidden'.	✓
We will promote our work throughout the world.	Officers travel extensively widely promoting the Island and its work.	✓
We will continue to develop the professional capability of our staff.	Financial crime is a very complex. We are committed to a comprehensive training programme to ensure that Officers are more than capable of meeting the challenges posed.	✓

The Key Performance Indicators

<i>Excellence of co-operation with other jurisdictions</i>		
Target	Result	Achieved
<p>20 In drug trafficking and terrorism cases, evidence to be supplied to requesting jurisdiction within 180 days of receipt of request at Financial Crime Unit in at least 75% of cases.</p> <p>Source – Force’s own planning processes</p> <p>Measure – Quarterly</p>	<p>95% of requesting agencies had the required information within 180 days. Had the requesting authorities been specific in their original requests, then 100% could likely have been achieved.</p>	<p>✓</p>
<i>Effective use of financial disclosures</i>		
Target	Result	Achieved
<p>21.1 Acknowledgement of receipt of suspicious transaction reports to be given within 3 working days.</p>	<p>1,837 reports were made. A dip sample of 95 of these showed that most were replied to on the day of receipt. Those that did not have a written response were contacted by telephone.</p>	<p>✓</p>
<p>21.2 Effective feedback to be given on 90% of suspicious transaction reports within 120 days.</p> <p>Source – Force’s own planning processes</p> <p>Measure – Quarterly</p>	<p>Various methods are used to provide feedback as the issues involve diverse agencies, companies and jurisdictions. A dip sample showed that this target is achieved.</p>	<p>✓</p>



KEY SERVICE AREA: PEOPLE

In a service where approximately 84% of the annual budget is expended on people it is a simple but pertinent observation to quote that people are our most expensive resource. Similarly, I quote with confidence the observation that people are our most valuable resource because policing is purely a people business. Whereas the notion that investing in the personal and professional development of our staff will ultimately add value to the quality of our service is not rocket science, the irony is that this investment has perhaps not been a top priority until more recent times.

Training

Developing leadership and sustaining development in management has been a major achievement over the last year.

We have invested heavily in training our Inspectors and Chief Inspectors and a Sergeants Development Programme is now firmly established. I have now opened up the Runge Effective Leadership training programme delivered by the Work Foundation to Sergeants. I suspect we are the first Force in the British Isles to invest so heavily in our first line supervisors. As a further extension of the philosophy that training and professional development matters, I am pleased to report that Constables are now introduced into our training programme and enjoy a week in class each year to develop professional skills. Hitherto our training facilities were poor and not conducive to learning. However, at the very end of the Policing year our Training and Staff Development Team moved into premises in Onchan. This facility is already impacting very favourably on the quality of our training, albeit

its full impact will not be fully realised until well into the next Policing year.

Recruitment

In recent years much has been spoken about the threat of people leaving the service due to poor pay having regard to local housing prices. The weakness of the threat was that it had little evidence to back it up. However over the last year 13 serving Officers have left for one reason or another and at one point we lost 23 Officers in 23 months. During exit interviews some quoted low pay compared to other sectors and the cost of housing as the main reasons for leaving.

It is also interesting to note that many of the Officers who left the Force for economic reasons have been very young in service. All the considerable financial expense and human energy that has been expended in training these people has been lost only to start a new expensive recruiting and training programme to fill the gaps. A more inefficient and expensive process can hardly be imagined.

I thank the Minister for the Department of Home Affairs for commissioning research to establish whether the introduction of a supplementary allowance is justified and appropriate.

Following a very disappointing local recruiting process in the summer of 2002 when only 3 local applicants from a starting point of 73 were offered positions as Constables, I took the unusual step of accepting transferees without strong Manx connections from the United Kingdom. A total of 10 were appointed during 2002/2003. These Officers have integrated into local policing very well indeed, have been warmly accepted by local Officers and have brought

experience and stability into a potentially precarious staffing problem. In short this has been a huge success.

Sickness and Absence from the Workplace

Whereas there have been so many outstanding professional achievements in terms of corporate performance over the last three years, none is greater or more significant than successfully managing absence from the workplace. Last year I reported that by introducing a sound and intelligent sickness management policy the Isle of Man Constabulary had moved from being the worst performing Force in the British Isles in 1998/99 to one of the best. This year we have maintained that truly excellent record. Police Officer sickness has been reduced by a further 10% although support staff sickness has increased slightly. This again reflects the unrivalled commitment of every member of the Constabulary.

Eight of our female Officers have taken maternity leave during the year. Some have returned to full time working and some are preparing to return to part time or job share work. It is only over the last year that we have been able to introduce contemporary work policies that allows these valued members of staff to return to work and continue in their chosen career path.

Regrettably there are still some Officers who have been injured on duty or suffered from other illness that has forced them to take extended periods of absence. These Officers are keen to return to work and commendably often elect to work from home. Support systems are now in place to help those who cannot return

immediately and to duly facilitate their return to work comfortably when the time comes.

Communication

Good communication is the life blood of every organisation. Unfortunately, it has been one of the main obstacles to progress within the Constabulary in recent years. The Senior Management Team are committed to a programme of communication surgeries where they visit every part of the Force on a quarterly basis. This allows the Senior Management Team to advise individuals or groups how they function, how decisions are made and thoughts on current issues. The surgeries also allow questions and challenges to be made in an open forum. Whilst these surgeries were initially one way, there has been an improvement as Officers have learned that questions will be answered openly and honestly.

Email has now allowed Minutes of important meetings to be made immediately available to all staff and a bullet point 'major decisions' bulletin is issued on a fortnightly basis through Email and Weekly Orders. There is consensus that internal communication has improved significantly during the last 12 months which is most pleasing.

Staff Satisfaction Survey

I believe that one of the greatest means of demonstrating true and genuine belief in people who come to work for an organisation is to ask them what matters and how the organisation performs against what matters. In short, an Employee Satisfaction Survey – preferably on an annual basis. The results of such surveys may be difficult to accept from senior managers and the easy option is simply not to go down this particular road. However, the product of such a bold move can pave the way for greater

satisfaction amongst employees that in turn manifests itself in greater motivation and thus increased quality of service to the community. Hence the reason why three consecutive Employee Satisfaction Surveys have been undertaken within the Constabulary since 2000. Interestingly, the roots of this particular Key Service Area, ie, People, are directly derived from such an approach.

The results of the Survey completed in 2002 provide a basis for cautious optimism namely that the level of satisfaction amongst employees has grown in a number of really important spheres, the most notable of which were:

- 95% of respondents feel their job is worth while – compared to 93% in 2001
- 85% of respondents were proud to be members of the Force – compared to 81% in 2001
- 43% of respondents were happy with the facilities offered to them (working conditions in Police Stations) – compared with 28% in 2001
- 53% of respondents were happy with internal communication – compared with 35% in 2000

As usual, the results of the 2002 Employee Satisfaction Survey heavily influence our priorities for developing the Force for 2003 and beyond.



The following represents a report on our successes in both our developmental and strategic agenda together with Operational Goals, as detailed in our Policing Plan 2002/2003:

Our 2002/3 Strategic Goals	Comment	Achieved
We will review our recruitment processes and criteria.	This has become a permanent feature. This year, due to a lack of applicants from the Isle of Man, a number of transferees have been successfully appointed.	✓
We will constantly monitor policies that affect people, reviewing and amending them where it is appropriate to do so.	A number of new people-orientated policies have been introduced to respond to modern expectations and earlier policies have been successfully reviewed.	✓
We will continue our programme of training courses aimed at furthering the professional development of Inspectors and Sergeants.	Programs of training in generic skills development and specific training in areas such as Leadership and managing major incidents are now established.	✓
We will begin a programme of professional development training for mid and senior service constables.	This training has commenced and will continue. This is a major success for 2002/2003.	✓
We will begin a programme of career development for Inspectors allowing them to sample activities within major UK police forces.	Officers have attended specific developmental courses and conferences and plans are in place to allow them to gain experience in other Force areas.	✓
We will explore the benefits of tenure of post. (A method managing career development by limiting the time that Officers spend in specialist posts.)	A full career development strategy has now been drafted. This will consider tenure alongside many other issues. Informal tenure already exists in certain areas for staff development and to protect Officers from being exposed to some extreme aspects of police work for long periods.	✓
To continue our programme of raising the awareness of diversity issues throughout the Force.	Diversity training is given and forms a part of all our selection procedures.	✓
We will introduce a programme designed to give visible leadership by members of the senior management team at important times.	Each member of the Senior Management Team has been set targets for time spent in the Divisional and Departments.	✓
We will begin to make better use of IT to facilitate internal communication.	The highly successful introduction of Email has significantly improved internal communication.	✓
We will continue to develop the way that we communicate with each other.	The Senior Management Team communication surgeries have been sustained on a regular basis through the Divisions and Departments. The main decisions made at senior management level are circulated by Email and Force Orders.	✓
We will analyse and manage absence through ill-health and ill-health retirements.	Police sickness is down by 10% and only two Officers have retired through ill health.	✓

The Key Performance Indicators

To continue to manage absence from work		
Target	Result	Achieved
22 To reduce the 2001-2002 sickness levels by 2%. Source – Force’s own planning Measure – Monthly at local and Force level	A further 4.25% reduction has been achieved this year across Police and Civilian Support Employees. Police Officer sickness reduced by 10%.	✓

To allow every member of staff to realise their true potential		
Target	Result	Achieved
23.1 To develop and implement a career development programme focusing on the need to create a rounded workforce.	This development program is in draft form and will be complete in the coming policing year.	✓
23.2 To ensure that every police officer Performance Development Review is completed in the period from 1st January to 31st March.	A system is now in place to ensure that this goal is achieved.	✓
23.3 To ensure that every police officer Performance Development Review is formally reviewed in the month of October.	A system is now in place to ensure that this goal is achieved.	✓
23.4 To ensure that all support staff appraisals are completed at the designated time. Source – Staff Satisfaction Survey and Force’s own planning Measure – Completion and implementation of project.	A significant number of the appraisals have been completed, however a few are still outstanding for personal reasons.	✓

To increase staff satisfaction		
Target	Result	Achieved
24.1 To increase by 5% the staff who are satisfied with facilities.	Opening the new Douglas Police Station and refurbishment work in other areas undoubtedly influenced the pleasing increase in this area from 28% to 43%.	✓
24.2 To increase by 5% the staff who feel that the Force is “heading in the right direction”.	There has been a reduction of 5% in this area and thus the goal has not been achieved.	✗
24.3 To increase internal communication satisfaction levels by 10%. Source – Staff Satisfaction Survey and Force’s own scanning Measure – Annual Staff Satisfaction Survey.	There has been a 1% reduction in satisfaction. However the survey was undertaken before the Email system was introduced. This has been a major step forward and is likely to be reflected in the next survey.	✗

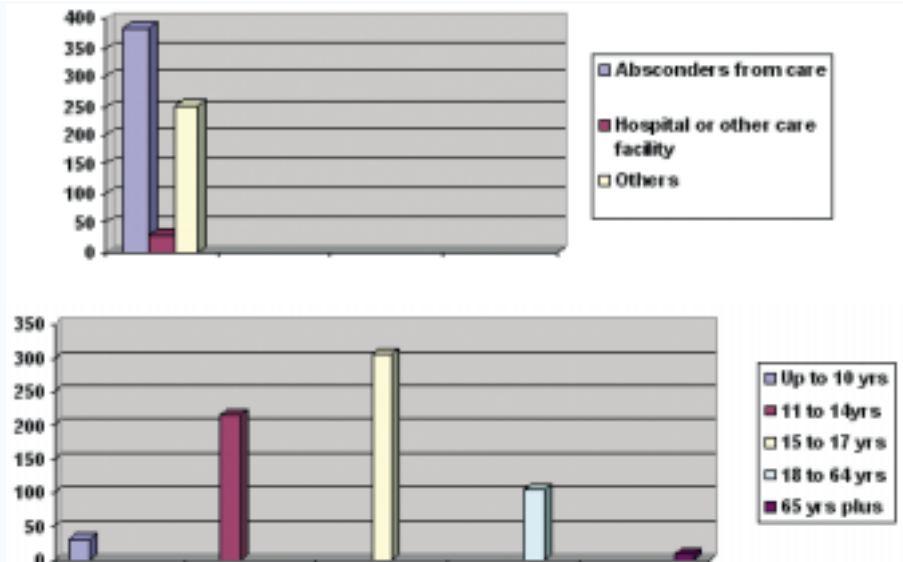
SECTION 2

THE CHALLENGES: APRIL 2002 TO MARCH 2003

Major Incidents

The need to respond to major incidents is now established as a day to day element of the policing on the Isle of Man. This is acknowledged by Her Majesty's Inspector of Constabulary. Of course, the Force is not resourced to have in place an automatic response to such incidents and thus cannot be structured to deal with such scenarios. Herein lies a major professional gap, the significance and importance of which cannot be exaggerated.

Every member of the Force responds magnificently to the challenges these events pose albeit the strain major crime investigations place on the Constabulary and individual Officers is immense. For the first time this year I have had to seek mutual aid from the UK to operationally survive. As the complexity of serious crime



continues it is only a question of time before the front line policing of our communities is reduced or possibly withdrawn in some rural areas as Officers are deployed on major investigations more and more frequently.

I recognise that people outside of the Police service may not have a full appreciation of the full extent of investigating a major incident such as a murder.

To give an example of this, in a recent case over 2,200 actions were raised. Each action requires Officers to locate information or people, carry out the enquiry and record the information in a statement form or at least record the results. Whilst some actions can be completed relatively quickly many take several days to complete. Details of each statement and each piece of evidence have to be fed into a computer system and cross referenced to ensure that every detail of a case has been investigated. It is a

credit to the Officers involved in these cases that we have such a good record in making arrests and securing convictions against offenders.

Missing Persons

This is an area that still causes me great professional concern. No less than 665 persons were reported as missing from home during the year. However, over 50% of those are absent from DHSS care facilities for the young.

These young people lead a chaotic life style and are vulnerable to premature death by virtue of a number of factors. Drugs, alcohol and solvent abuse are commonplace together with petty and often more serious criminal offending. Risk to life is real for these young people. Whereas joint working between all the agencies is on a sound footing, we cannot be complacent and much more work is needed. We have and will continue to play a major role in the Chief Minister's Children and Young Person's Strategy and look forward with confidence and optimism to the launch of a Youth Justice Team in the year ahead.

Continued on page 32

Drugs

Drugs are still the most worrying aspect of life on the Isle of Man according to our annual public/community surveys. This year has seen the end of the Operation Safe and Diamond trials that convicted 48 drug dealers following arrests in 1999 and 2000, respectively. This type of sophisticated operation highlights the fact that although arrests and the publicity of arrests is over in a few days, the work of the Police continues for months and in some cases years, before a successful outcome is achieved. The significant increase in seizures of Class A drugs is a worrying trend. The profit margins available on the Island compared to other locations makes it an attractive proposition to some who are ready, willing and able to deal in this misery. We will continue to arrest, gain convictions and strip the assets of those who deal in drugs.

The Drug Arrest Referral Scheme plays a pivotal role in the education and harm minimisation approach of the Chief Minister's Drugs Strategy. Education is a very important aspect of the strategy and we have committed three Officers full time to an education role. They have during the year moved from the

Drug Squad to the Community Safety Team which allows them greater scope and flexibility to deliver the education packages. Officers in the Drug Squad continue to give presentations and lectures to many different groups supporting the education and harm minimisation approach.

During the year the seizures of Class A drugs has increased dramatically. This is largely due to the freeing up of Officers from the Operation Safe and Diamond trials, but also reflects the work of the Drugs Squad who now operate at a much higher level than has ever previously been the case.

I have a total commitment to the Chief Minister's Drug Strategy. We will continue to be innovative in all aspects of policing to prevent drugs coming to the Island, prosecuting those who attempt to bring them here and use education and other techniques to reduce the harm that is caused to our communities.

Drinking and Driving

Alcohol has a significant impact on Island life in all its many and varied forms. The readiness of people to drive whilst under the influence of alcohol is of particular concern. I strive to make drinking and driving socially unacceptable and render

those who are guilty of this serious offence '*persona non grata*'. In the last few months of this Policing year we have seen a significant increase in arrests for drinking and driving and we will continue to target this serious anti-social behaviour. It is with pleasure that I note that a probable change in the law will shortly bring us in line with the UK to extend our use of hand held breath testing equipment at the roadside. This will be a major step forward in our enforcement strategy.

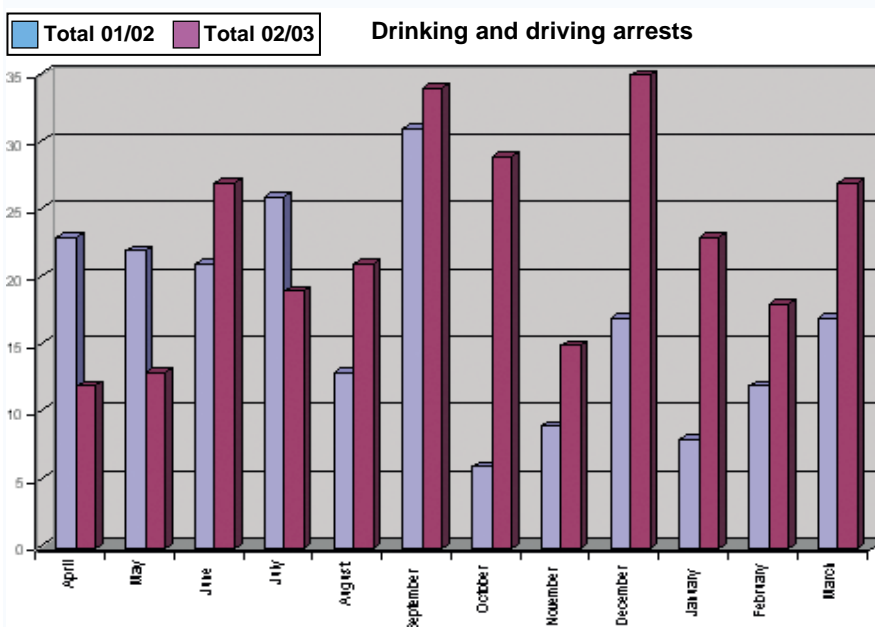
A 33% increase in the number of arrests for drink/drive offences supports my notion that this issue is a national concern. I am also pleased to report that the number of roadside breath tests increased by 62% over the previous year, graphically demonstrating our focus on this critical element of community safety.

The Alcohol Squad

The Alcohol Squad was established on 7th January 2002 with a Sergeant and two Constables. An additional two Constables now supplement the Unit.

The aim of the Alcohol Unit is to provide a co-ordinated and effective response to the problems posed by the abuse of alcohol. By the use of strong enforcement, education and a determined partnership approach, the Force will meet the challenges it faces and in doing so will provide a robust response to the Chief Minister's Alcohol Strategy.

One of the initial objectives of the Unit was to revise the way the Force approached and recorded supervisory visits to licensed premises. This was done by providing an education package to all Uniform Officers together with the implementation of a computerised recording system. The effectiveness of the system is evident by the increase across all



Policing Divisions of supervisory visits to licensed premises.

In line with the Chief Minister's Strategy the Unit has acknowledged that many adults in the Isle of Man enjoy social drinking and that the majority of these persons do so without harm to themselves or other persons. The Police have no wish to intervene in the lives of these people. Regrettably, there is a less pleasurable side to alcohol. Persons unable to control their behaviour following the consumption of alcohol commit many crimes including assaults and criminal damage together with incidents of public order. This list is not exhaustive and could include matters such as domestic violence and the menace of drinking and driving to name but two further examples. The Police and other agencies have a legitimate interest in trying to reduce the number of incidents caused by alcohol abuse. To this end, strong formal partnerships with many parties interested in Licensing matters have been formed. These agencies include the Licensed Victuallers Association (LVA), Heron and Brearley Limited, Manx Entertainment and NightClub Association (MENA), Manx Off-Licence Initiative (MOLI), Probation Service, Departments of Health and Education, Isle of Man Customs, Isle of Man Fire Brigade, Environmental Health (DoLGE) and the Life Education Department at the Department of Education.

In addition to a strategic role within the Force, the Alcohol Unit has

conducted a number of pro-active operations specifically aimed at supporting the Chief Minister's Strategy. During these operations any young persons in possession of alcohol intended for consumption in the public domain had the liquor confiscated. Where the evidence permitted, any misguided adults whom had purchased the liquor for the young persons were prosecuted. Additionally, in instances where it could be identified that a licence holder had sold liquor directly to a person under 18 years, these licence holders themselves were put before the Courts. There has been and remains a very strong focus on educating licence holders to make proper use of identification procedures and where in doubt, do not sell is the clear message. In the coming months the launch of OFFWATCH, a dedicated group to service the needs of off licence holders, will be reinforcing responsible serving practise in such stores together with a working protocol to identify adults purchasing liquor for young persons.

In the Licensing Court the Alcohol Squad on my behalf made seven

applications for the revocation of liquor licences and club registrations. The Court approved all applications. It is a great shame that with the majority of licence holders fully supporting the Police initiatives to reduce incidents of crime and disorder a small minority choose to abrogate their clear responsibilities under the Licensing Act. Let there be no doubt that in cases of deliberate or negligent operating practises further such applications will be made to the Licensing Court. The good operators know that they have nothing to fear from such a policy.

All Licensees have recently undergone the statutory process of applying to the Licensing Court for renewal of their liquor licence or club registration to cover the three year period ending April 2006. With the introduction of the Alcohol Unit it was decided that for all the renewals this year (over 400 separate licences are issued on the Isle of Man), the bold policy of conducting a Police Licensing Environment Survey on each premises was implemented. This was the largest ever all-Island alcohol related crime reduction measure undertaken by the



Continued on page 34

Constabulary. In essence, this was a mammoth workload for the Unit. Supported by Divisional Officers trained in crime reduction and architectural liaison practises the Project was commenced in October 2002. The surveys covered a diverse range of issues from basic premises security through to operating practises and general environment design. This was a unique approach by any Police Force and the initiative has received backing locally from the Licensing Court, the trade bodies and other partnerships such as Fire and Environmental Health. Further afield many UK Police Forces and a number of eminent lecturers in Alcohol Studies have praised the innovative approach.

For the forthcoming year, the aim of the Unit remains but there will be a special focus on reduction of crime and disorder incidents caused by alcohol. The tactical approaches will particularly focus on the following areas:

- Links with the licensing trade
- Enforcement of licensing law
- Education (all parties ranging from school input through to members of the licensing trade and Police Officers)
- Design (including the refinement of the design 'blueprint' developed for the triennial sessions).

This comprehensive response has been incorporated into a 12 month operational plan which will see the consolidation of existing 'best practise' combined with the innovative approach evident in the first full year.

Project Centurion

Over 70% of recorded crimes on the Isle of Man actually occur in "B" Division namely the geographic area of Douglas, Onchan and Braddan. Further analysis of crime

data demonstrates that the relatively small geographic territory in and around the promenade area of Douglas accounts for a disproportionately high number of these crimes. This raw analysis, coupled with an assessment that the previous splendid image of the promenade was in danger of deterioration, prompted the launch of Project Centurion on 1st January, 2003.

Underpinned by the Force philosophy of Community Orientated Problem Solving (COPS) and Partnership working, Project Centurion is the most exciting initiative the Isle of Man Constabulary has ever embarked upon to achieve sustained and permanent reductions in anti-social behaviour and criminal offending. It

is being managed to the strict discipline of international Problem Solving standards and has caught the imagination of many interested parties.

Constable Tony Paxton has been appointed to manage the Project and showing excellent promise for true and very real partnership working, he actually performs his duty from the Town Hall courtesy of Douglas Corporation. Special mention also goes to Douglas Development Partnership who share our common aims pursuant to the promenade and who take a very active part in this Project.

Whereas the Project is in its early stages I remain confident that it will achieve its strategic and operational aims in times to come.



SECTION 3 – DATA AND INFORMATION

CRIME: ANALYSIS

Count of HQ No	Offence Category	Offence	Month Recorded												Total	Detection Rate	
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
	Assault	Assault Police	1	2	4	4	3	1	3	3	3	4	5	2	35	97.1%	
		Common Assault	5	4	7	13	20	17	19	19	23	14	16	19	176	58.0%	
		ABH	7	15	22	21	14	9	14	14	9	18	14	20	173	61.4%	
		GBH	2	1	0	3	3	2	3	1	5	2	3	3	1	28	46.2%
		Murder	0	0	1	0	0	1	3	0	0	0	0	1	0	6	100.0%
		Aggravated Assault	5	12	7	13	0	1	2	1	2	1	2	0	0	44	46.5%
		Manslaughter	0	1	2	0	0	0	0	0	0	0	0	0	0	3	56.7%
		Wounding	1	1	2	1	2	0	1	1	1	0	0	3	2	14	57.1%
		Wounding Wil	0	0	0	1	0	1	0	0	0	4	1	0	7	100.0%	
		Kidnapping	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0.0%
		Assault Total	21	36	45	56	43	34	40	39	39	45	43	44	485	61.4%	
		Burglary Dwelling	Burglary Dwelling	14	5	12	4	10	13	13	11	12	19	9	10	132	23.4%
			Aggravated Burglary Dwelling	0	0	0	0	1	1	1	0	0	0	0	0	2	100.0%
	Attempt Burglary		0	3	0	1	1	1	1	2	2	1	4	0	2	17	11.8%
	Burglary Dwelling Total	14	8	12	5	12	15	15	13	13	23	9	12	151	23.1%		
	Burglary OTD	Burglary OTD	17	11	14	20	20	13	8	11	8	50	31	22	225	16.2%	
		Attempt Burglary	2	3	5	3	1	3	3	5	1	5	3	2	36	8.3%	
		Aggravated Burglary OTD	0	0	0	0	0	0	0	0	0	1	0	0	1	0.0%	
	Burglary OTD Total	19	14	19	23	21	16	11	16	16	55	34	24	262	15.1%		
	Theft Offence	Abstracting Electricity	0	0	0	1	0	0	0	0	0	0	0	0	1	100.0%	
		Being Carried in TWOC	0	0	0	1	0	0	0	0	0	0	0	0	1	100.0%	
		Going Equipped	0	0	0	1	0	0	0	0	0	0	0	0	1	100.0%	
		Making Off Without Payment	2	2	2	0	2	4	1	2	3	4	3	2	27	38.5%	
		Theft	71	82	101	79	69	53	78	66	52	55	54	59	609	13.4%	

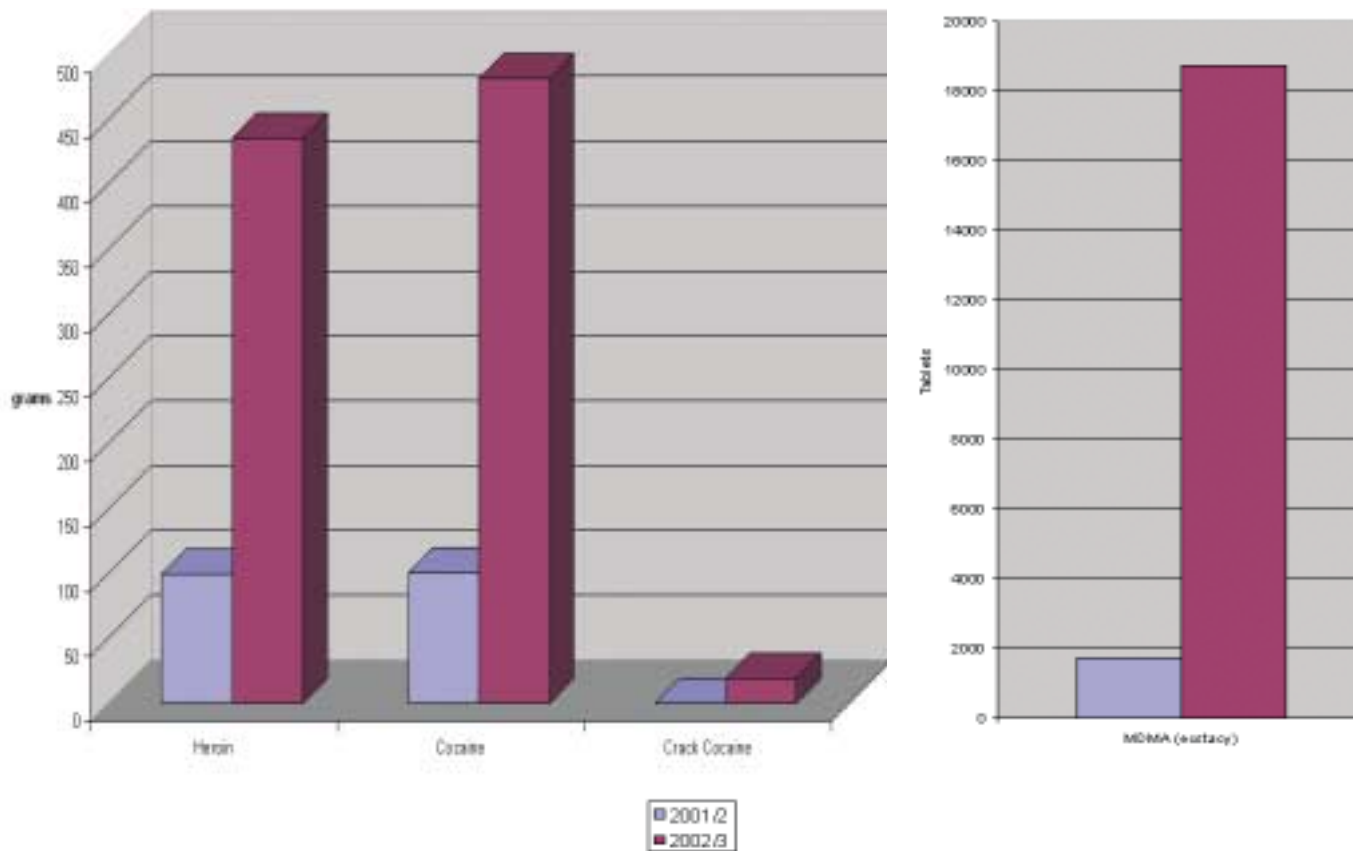
Drugs Offence Total		24	34	26	17	8	12	17	8	21	8	12	15	202	95.5%
Handling	Handling	1	3	2	1	0	0	0	0	0	0	1	2	10	70.0%
Handling Total	Handling Total	1	3	2	1	0	0	0	0	0	0	1	2	10	70.0%
Public Order Offence	Harassment	3	0	0	2	4	3	0	1	4	3	3	0	23	82.6%
	Section 1 POA	0	4	9	10	3	2	5	1	3	3	2	4	46	65.2%
	Section 2 POA	1	0	0	0	1	0	2	1	1	0	0	2	8	75.0%
	Section 3 POA	11	15	21	11	30	11	10	14	20	18	10	16	187	88.2%
Public Order Offence Total	Public Order Offence Total	15	19	30	23	38	16	17	17	28	24	15	22	264	83.3%
Sexual Offence	Indecency With Children	0	2	1	2	3	0	2	0	0	1	0	0	11	54.5%
	Indecent Assault On Female	1	1	5	1	1	3	0	1	1	1	0	1	16	43.8%
	Rape	1	2	3	0	1	0	0	0	0	0	1	1	8	22.2%
	USI Under 16	1	0	0	0	0	0	0	0	1	0	0	0	2	50.0%
	Incest	0	0	0	0	0	0	0	0	0	1	0	0	1	100.0%
Sexual Offence Total	Sexual Offence Total	3	5	9	3	5	3	2	1	2	3	1	2	39	43.6%
Criminal Damage	Criminal Damage	127	136	117	119	123	103	146	118	152	138	117	133	1528	19.0%
	Arson	3	2	2	4	4	3	5	5	1	3	2	2	36	22.2%
	Threat to commit Criminal Damage	0	0	0	0	0	0	0	1	0	0	0	0	1	100.0%
Criminal Damage Total	Criminal Damage Total	130	138	119	123	127	106	151	124	153	141	119	135	1566	19.2%
Custody Offence	Escape Lawful Custody	0	0	0	1	0	0	0	0	0	1	0	0	2	0.0%
	Obstruct Officer / Resist Arrest	0	0	0	0	2	1	1	1	0	0	1	0	6	100.0%
Custody Offence Total	Custody Offence Total	0	0	0	1	2	1	1	1	0	1	1	0	8	75.0%

2002-2003 Monthly Crime Statistics (Figures for 2001-2002 in parenthesis) as at 30/04/2003

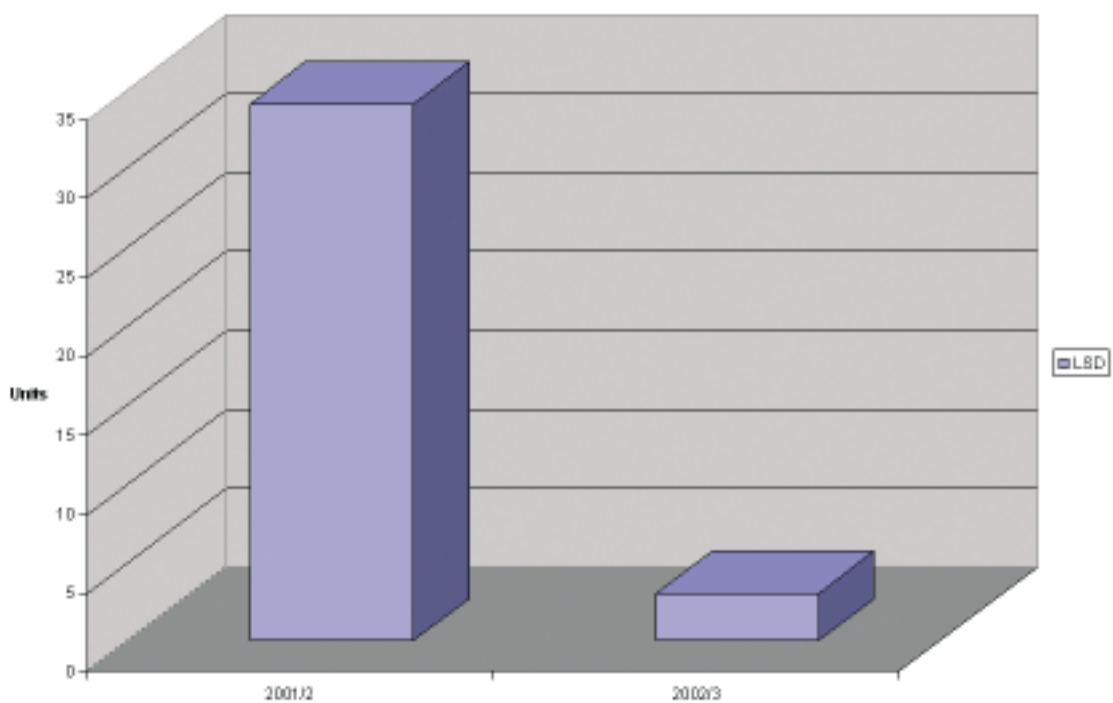
Month	Crimes Reported each month	Total Reported Crime	Total Cases marked 'No Crime' to date	Total Actual Crimes to date	Total Crime Detected to date	Total of outstanding Crime	Percentage Crime Detected to date
April	404 (322)	404 (322)	18 (20)	386 (302)	134 (101)	252 (201)	34.72%
May	414 (386)	818 (708)	35 (44)	783 (664)	273 (191)	510 (473)	34.87%
June	451 (451)	1269 (1159)	58 (56)	1211 (1103)	425 (372)	786 (731)	35.09%
July	428 (430)	1697 (1589)	66 (69)	1631 (1520)	557 (523)	1074 (997)	34.15%
August	407 (506)	2104 (2095)	76 (89)	2028 (2006)	697 (666)	1331 (1340)	34.37%
September	307 (481)	2411 (2576)	84 (118)	2327 (2458)	819 (831)	1508 (1627)	35.20%
October	418 (524)	2829 (3100)	92 (141)	2737 (2959)	952 (1027)	1785 (1932)	34.78%
November	332 (501)	3161 (3601)	97 (163)	3064 (3438)	1037 (1158)	2027 (2280)	33.84%
December	385 (383)	3546 (3984)	103 (183)	3443 (3801)	1158 (1271)	2285 (2530)	33.63%
January	434 (403)	3980 (4387)	107 (197)	3873 (4190)	1281 (1374)	2592 (2816)	33.08%
February	347 (386)	4327 (4773)	113 (209)	4214 (4564)	1407 (1480)	2807 (3084)	33.39%
March	403 (391)	4730 (5164)	116 (215)	4614 (4949)	1538 (1590)	3076 (3359)	33.33%

SEIZURE OF DRUGS

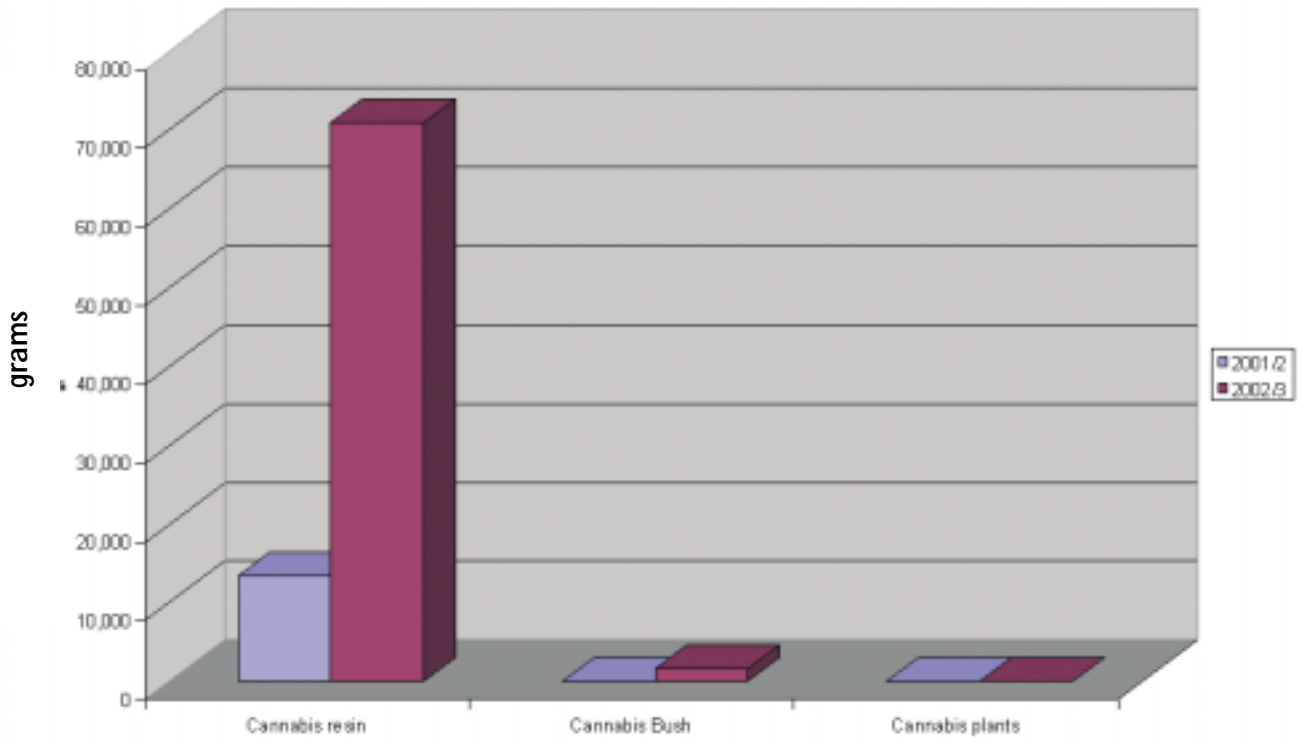
Class A Controlled Drugs



LSD

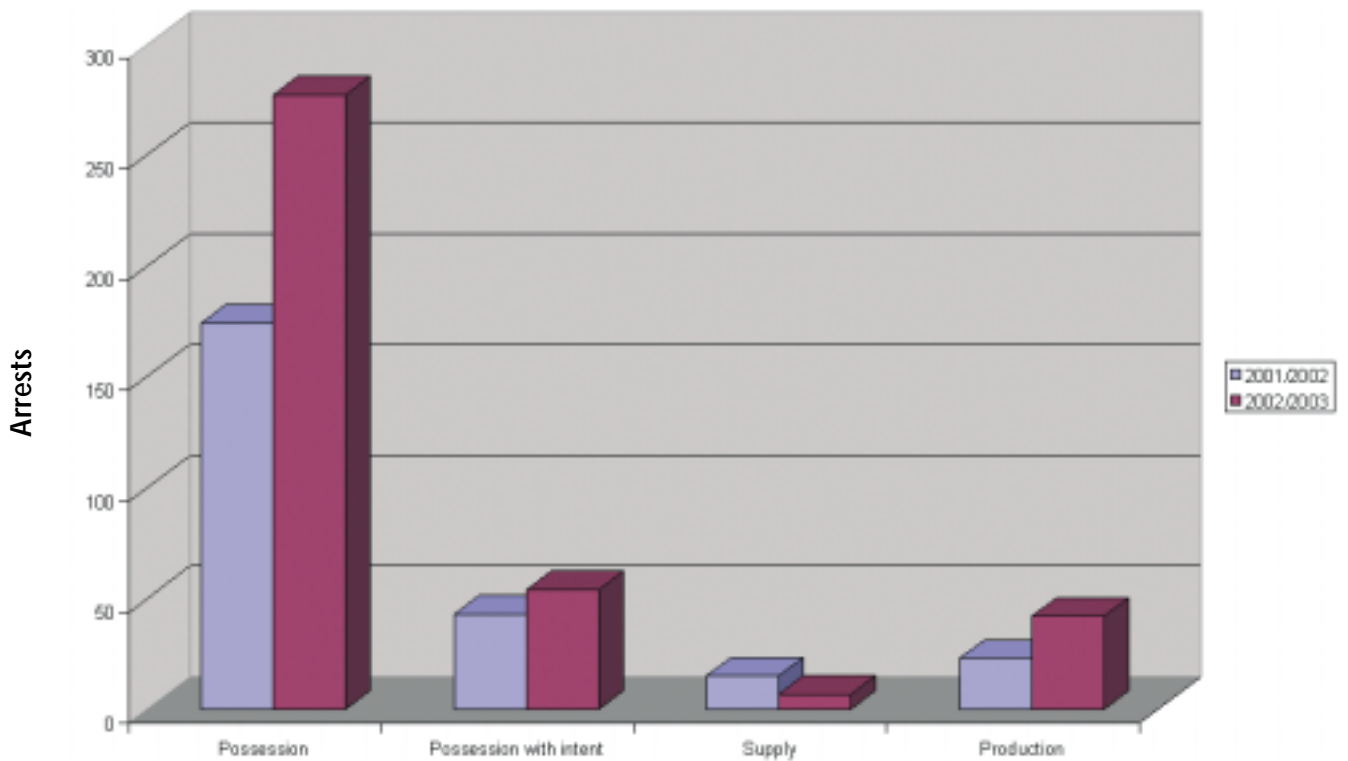


Class B Controlled Drugs – Seizures

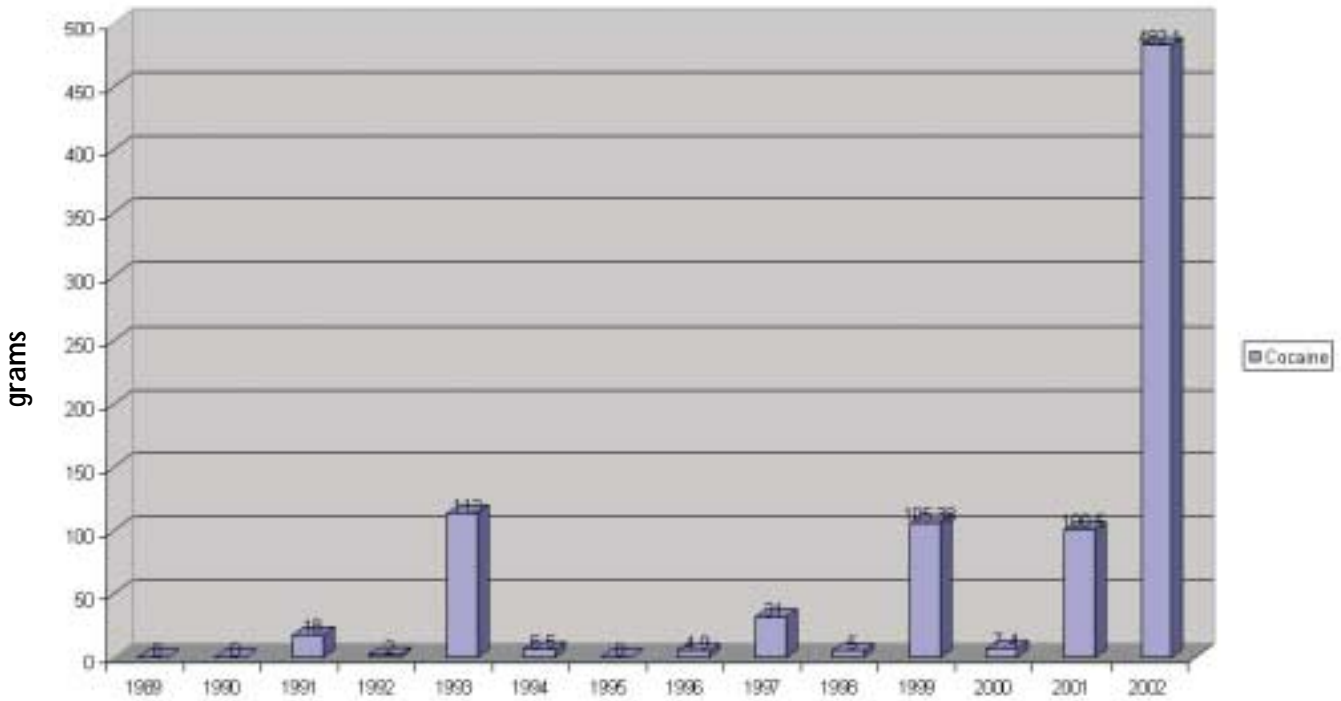


Total Drug Arrests

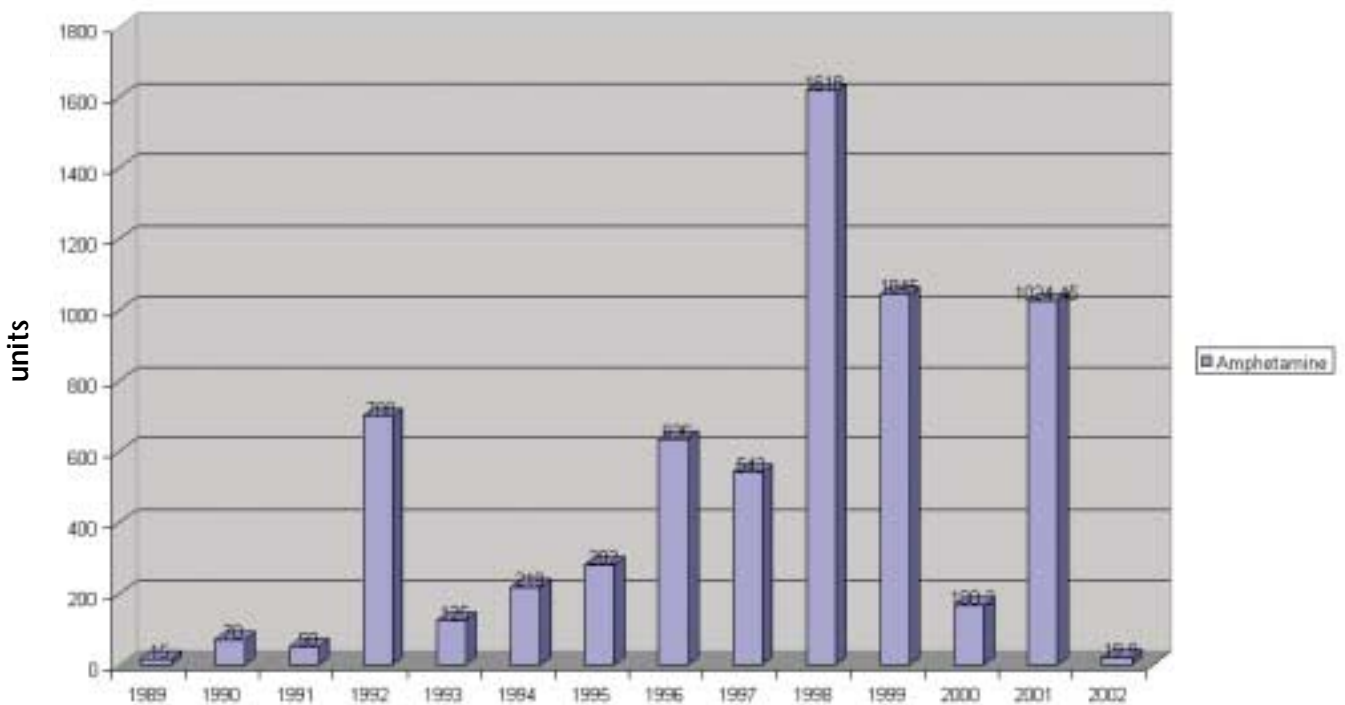
Offence	2001/2002	2002/2003
Possession	174	277
Possession with intent	43	54
Supply	15	7
Production	23	42
Cultivation	1	-



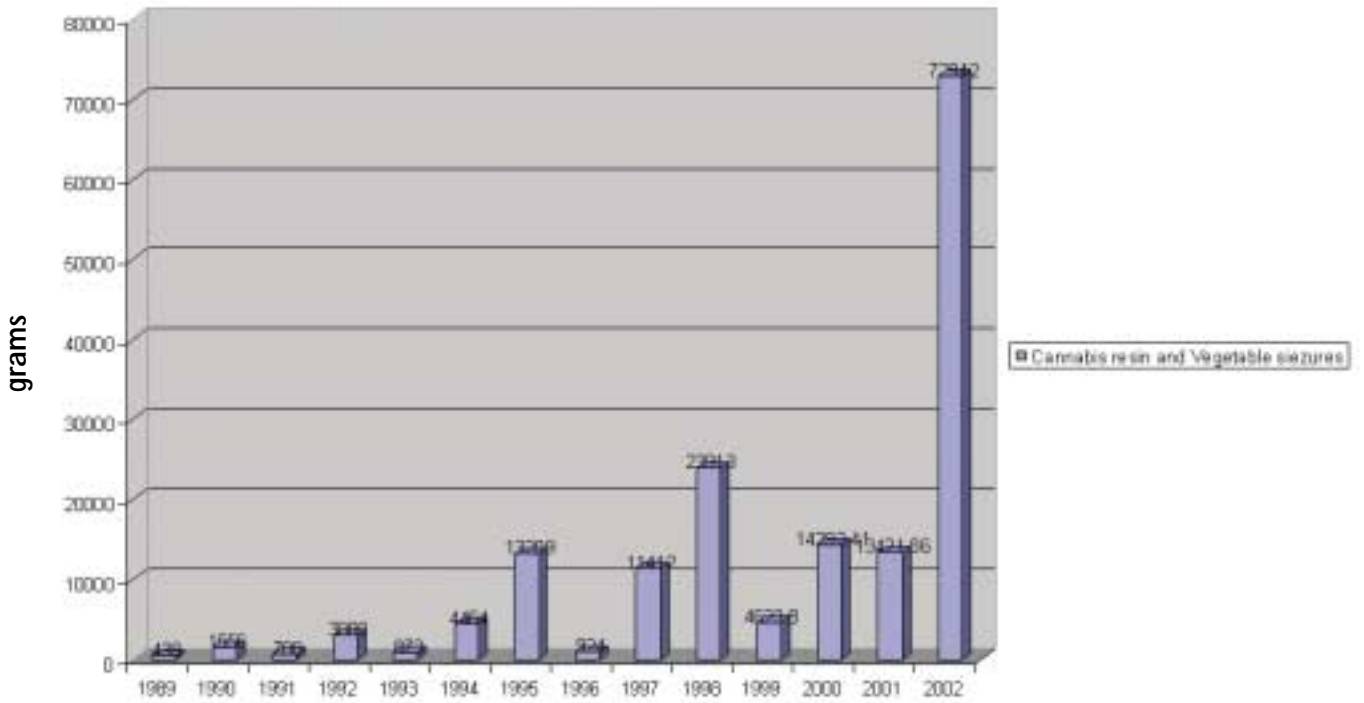
Cocaine seizures 1989 - 2002



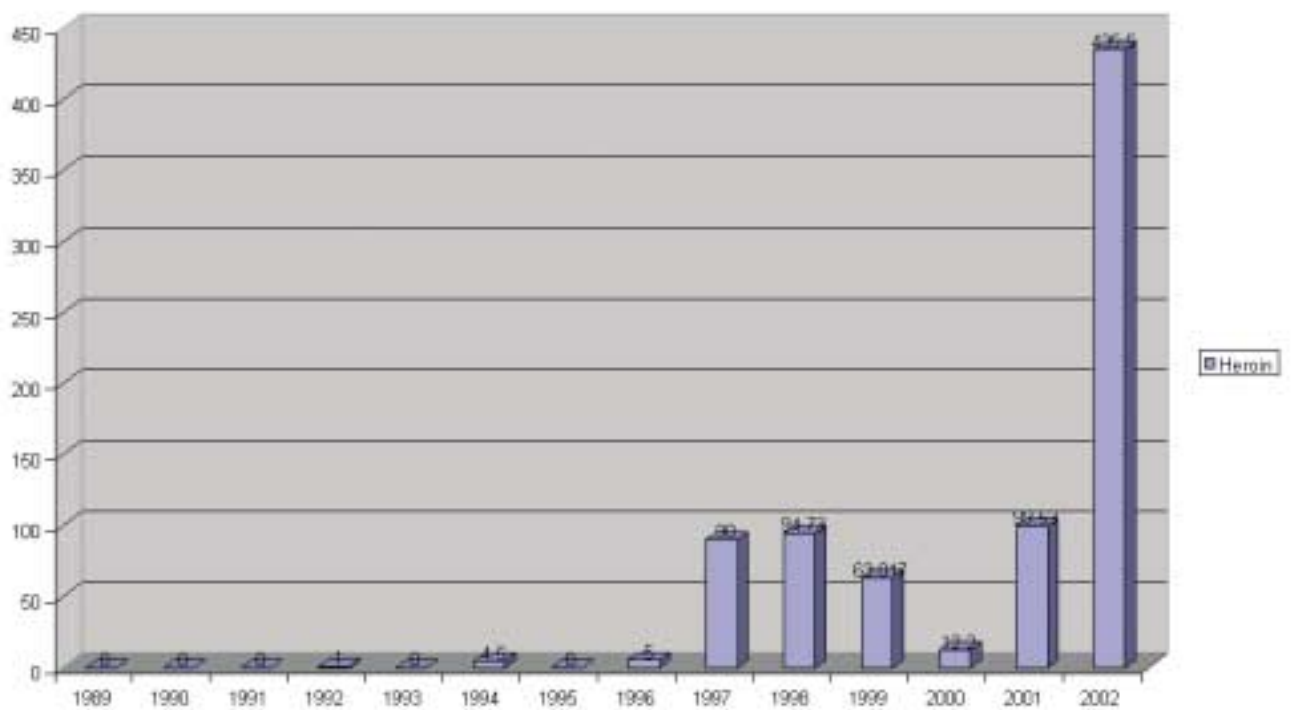
Amphetamine seizures 1989 - 2002



Cannabis resin and Vegetable seizures 1989 - 2002



Heroin seizures 1989 - 2002



Custody

People taken into custody	1st April 2001 – 31st March 2002	1st April 2002 – 31st March 2003
Total number of person taken into custody	2309	2390
Total kept in detention for longer than 24 hours	87	92
Number of those detained for longer than 24hrs who were charged	63	71
Number of persons detained without charge	24	21
Number of applications made for warrants of further detention	No data	1

Alarm Policy Figures

False alarms attended April 2000 to March 2001	2429
False alarms attended April 2001 to March 2002	1579
False alarms attended April 2002 to March 2003	1115

A total of 1363 alarms were activated, 1339 were false calls, Officers attended 1115 and 24 were genuine calls

Number of investigations conducted by the Family Protection Unit

	1st April 2001 to 31st March 2002	1st April 2002 to 31st March 2003
Number of investigations conducted by F.P.U	165	127
Total completed	128	111
Total outstanding	37	16

Juvenile offending

	1st April 2001 to 31st March 2002	1st April 2002 to 31st March 2003
Files seen by F.P.U	340	234
Total number of offenders*	491	379
Offenders already known to Police	297	217
Offenders in residential care	119	Not recorded
Number of offenders Cautioned	236	178
Number of offenders Prosecuted	166	149
No further action taken	81	50

*The number of offenders contains a large number of repeat offenders who have offended on more than one occasion during the year.

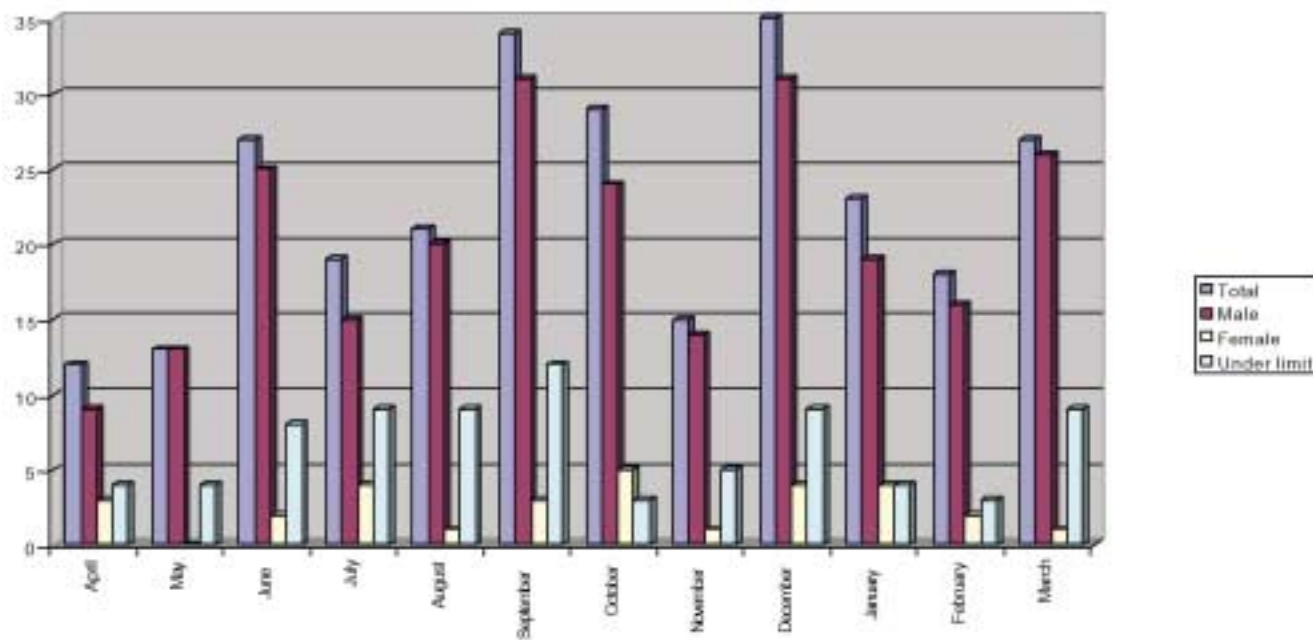
Number of Licenses held for sale of alcohol

	On licence incl. Restaurants/residential			Off licence			Passenger vessel			Club Registration		
	2000	2001	2002	2000	2001	2002	2000	2001	2002	2000	2001	2002
Douglas												
Town of Douglas	148	155	174	33	35	30	8	6	8	13	19	13
Onchan village/parish	8	7	8	7	6	7	-	-	-	1	2	1
Lonan/Laxey village	11	12	10	1	1	1	-	-	-	-	-	-
Braddan	4	2	3	6	6	5	-	-	-	1	-	1
Total	171	176	195	47	48	43	8	6	8	15	21	15
Ramsey												
Ramsey	23	21	23	8	8	8	-	-	-	6	5	6
Bride	1	1	1	-	-	-	-	-	-	-	-	-
Andreas	1	2	1	1	1	1	-	-	-	-	-	-
Lezayre	4	1	4	-	-	-	-	-	-	-	-	-
Maughold	1	1	1	1	-	1	-	-	-	-	-	-
Jurby	1	1	1	1	1	1	-	-	-	-	-	-
Total	31	27	31	11	10	11	-	-	-	6	5	6

Castletown	2000	2001	2002	2000	2001	2002	2000	2001	2002	2000	2001	2002
Castletown	10	11	11	4	6	4	-	-	-	3	4	3
Rushen (inc. P.E./P.S.M.)	28	19	28	6	6	6	-	-	-	3	4	3
Malew	7	7		5	2	5	-	-	1	3	2	3
Arbory	2	1	2	-	-	-	-	-	-	-	-	-
Santon	3	2	3	-	1	-	-	-	-	1	1	1
Total	50	38	51	12	14	12	-	-	-	10	11	10
Peel	2000	2001	2002	2000	2001	2002	2000	2001	2002	2000	2001	2002
Town of Peel	11	12	11	4	4	4	-	-	-	6	5	6
Ballaugh	1	1	1	1	1	1	-	-	-	-	-	-
German	5	8	5	1	1	1	-	-	-	1	1	1
Marown	3	1	3	-	1	-	-	-	-	1	1	1
Michael	2	2	2	2	1	2	-	-	-	1	1	1
Patrick	4	3	4	1	-	1	-	-	-	1	2	1
Total	26	27	26	9	8	9	-	-	-	9	9	9
All Island total	278	268	303	75	80	75	8	6	8	40	46	40

DRINK DRIVING

Arrests for drinking and driving



Month	Total	Male	Female	Under limit
April	12	9	3	4
May	13	13	0	4
June	27	25	2	8
July	19	15	4	9
August	21	20	1	9
September	34	31	3	12
October	29	24	5	3
November	15	14	1	5
December	35	31	4	9
January	23	19	4	4
February	18	16	2	3
March	27	26	1	9

Number of roadside breath tests

1999/2000.....	81
2000/2001.....	56
2001/2002.....	135
2002/2003.....	219

Time spent on foot patrols				
1 st April 2000 to 31 st March 2001				
	A Division	B Division	C Division	Force
Number of patrols	7797	37735	11240	50347
1 st April 2001 to 31 st March 2002				
Number of Patrols	9421	39382	15049	63852
Percentage variation	+20.8%	+4.4%	+33.9%	+26.8%
1 st April 2002 to 31 st March 2003				
Number of patrols	9717	41195	30244	81156
Percentage variation	+3.1%	+4.6%	+101%	+27.1%
Number of supervisory visits to licensed premises				
1 st April 2000 to 31 st March 2001				
	A Division	B Division	C Division	Force
Number of visits	467	1309	972	2341
1 st April 2001 to 31 st March 2002				
Number of visits	604	1857	1145	3606
Percentage variation	+29.3%	+41.9%	+17.8%	+50%
1 st April 2002 to 31 st March 2003				
Number of visits	585	3083	1270	4938
Percentage variation	-3.1%	+66.0%	+10.9%	+36.9%



PERSONNEL

During the year 13 Officers left the Force

Reasons for leaving: Retirement - 4 Resignation - 6 Ill health - 2 Failed to complete satisfactory probationary period - 1

During the year the following were presented with awards:-

Commendations.

Members of the public

- Mr Norman Lungdon
- Mr Nigel Moody
- Mr Robertshaw
- Mr Keehan
- Mr Fergusson
- Mr Sheridan
- Mr Kelly
- Ms Quayle

Commendations.

Members of the Constabulary

- Constable D Gorry
- Constable S Hall

- Constable G Heaton
- Detective Inspector G Pickard

Certificates of Merit

Members of the Public

- Mr M Owen
- Mr G Owen

Certificates of Merit

Members of the Constabulary

- Constable I Harrison
- Constable G Leather
- Constable A Brew
- Sergeant A Turner
- Constable S Carine
- Constable C Bradley

- Constable N Craig

- Constable J Clague

Richard Kennaugh Cup

- Constable B Hand

Community Police Officer of the Year

- Constable T Paxton

Chief Constables Cup

- Special Constable A Wade

Commandants Cup

- Special Constable, Divisional Officer A Graham



Routine roadside test

COMPLAINTS AGAINST POLICE

Formal Complaints: 1st April 2002-31st March 2003

NATURE OF COMPLAINT	NUMBER	RESULT
Alleged Criminal Conduct and/or Abuse of Authority (Assault and/or Excessive Use of Force by Police) (3)	3	1=On-going 1=Not substantiated 1=Dispensation of complaint
Alleged Criminal Conduct (other than allegations of Assault) (2)	1(a) 1(c)	Substantiated–officer formally cautioned Not Proved
Abuse of Authority (7)	1 1 1(a) 1(b) 1(d) 2	Withdrawn Substantiated – advice given to officer Substantiated – officer formally cautioned On-going On-going On-going
Neglect of Duty (6)	1 1 1(d) 3	Part substantiated – advice given to officer Resolved informally (consent of complainant) On-going On-going
Discreditable Conduct (1)	1(c)	Not proved
Improper Disclosure of Information (1)	1(b)	On-going
TOTAL NUMBER OF COMPLAINTS = 16		

Note

- The complaints marked (a), (b), (c) and (d) were made by one complainant but fell into two categories.



Complaints informally resolved with consent of complainant

(not required to be reported to the Police Complaints Commissioner)

ABUSE OF AUTHORITY	NEGLECT OF DUTY	FALSEHOOD & PREVARICATION	RESULT
3	1		Withdrawn
5	1	2	Completed
1(a)	1(a)		On-going
TOTAL NUMBER OF COMPLAINTS = 13			

Note

- The complaint marked with (a) was made by one complainant but fell into two categories.

Comparative figures for previous years

	2000-2001	2001-2002	2002-2003
Formal Complaints	16	25	16
Informal Resolutions	14	17	13
OVERALL TOTALS	30	42	29

Internal disciplinary investigations

NEGLECT OF DUTY	CRIMINAL CONDUCT	RESULT
1		Substantiated
1	2	On-going
TOTAL NUMBER OF INVESTIGATIONS = 4		



NOTES

NOTES

Mike Culverhouse - Pledge on Crimestoppers

We will support the Crimestoppers National Business Plan and local panel.
Our publicity resources will be dedicated to Isle of Man Crimestoppers.
The Crimestoppers message to be included in all Isle of Man Constabulary activities.
Crimestoppers will be included in local Crime and Disorder Strategies.
Crimestoppers will be used within identified 'hot spots'.
Isle of Man Constabulary Officers will fully support Crimestoppers.
Crimestoppers will be used in all relevant anti-crime campaigns.

Mike Culverhouse

Chief Constable, Isle of Man Constabulary.



