



# **HM Inspectorate of Constabulary in Scotland**

## **Improving Policing across Scotland**

**27 March 2015**

### **PRESS RELEASE**

## **HMICS publish report on Police Scotland's Management of Intelligence in Ayrshire Division and the National Intelligence Bureau.**

Police Scotland has successfully merged the legacy intelligence units from the former eight Scottish police forces into a single National Intelligence Bureau.

And following an internal review, a new structure will be rolled out during 2015 to provide a consistent level of intelligence provision across the country, a report published today (Friday, March 27) states.

Local Policing+ Inspection of the "Management of Intelligence in Ayrshire Division and the National Intelligence Bureau" forms part of the review of local policing in Ayrshire Division which was published last month by HM Inspector of Constabulary in Scotland.

It looked at the Divisional Intelligence Unit in Ayrshire Division, its relationship with the Specialist Crime Division of Police Scotland and the role of the National Intelligence Bureau. (Police Scotland considers the Divisional Intelligence Unit in Ayrshire to be typical of the proposed new structure.)

HM Inspector of Constabulary in Scotland, Derek Penman, said: "Police use of intelligence is a highly technical area of work. It involves linking information from a variety of sources in order to construct a picture of threat, risk and harm.

"All police information and intelligence should be seen as an integral part of policing, essential in informing and supporting both local and national policing priorities.

"Criminals do not respect borders and the creation of a single police service in Scotland has led to improved levels of information sharing and close working with other crime enforcement agencies across the UK and abroad.

“There is evidence of good work at divisional and national level in relation to oversight of serious organised crime and intelligence. Police Scotland is responding to the challenges and opportunities that advances in technology present through the Internet Investigation Unit and data monitoring services.

“There are a number of significant changes to the management of intelligence on the horizon which will require new guidance and training for officers. We have highlighted improvements around governance and recommend that existing structures are reviewed to address inconsistencies and inefficiencies and ensure opportunities are not missed to counter criminal activity.”

The report found that partnership working at the Scottish Crime Campus is strong, the new Joint Intelligence Development Unit has helped in the targeting of those involved in serious organised crime and a single unit overseeing the Covert Human Intelligence Source (CHIS) has improved decision making and risk assessments.

But variations remain across the country in terms of intelligence functions and the documentation used and HMICS found it difficult to identify a single authoritative source of all available information and intelligence, including serious organised crime activity.

Therefore, it has recommended that the future intelligence structure, and the service it provides to Police Scotland, would be improved by exploiting all sources of intelligence, supporting operations and the provision of accurate and timely information to key decision makers.

Mr Penman added: “This would provide a single authoritative and strategic overview of all intelligence for policing priorities, identification of trends across geographical boundaries and the development of a strategic intelligence collection plan for each policing priority to identify gaps in knowledge.”

The report states that Ayrshire Division is both intelligence led and performance driven and identifies the threat, risk and harm on a daily basis. However, intelligence activity to support local policing is influenced by performance data, potentially leading to greater focus on the short term picture as opposed to medium and longer term analysis.

Three recommendations are contained within the report and 15 improvement actions have been identified. Police Scotland will be asked to develop an action plan to take these forward and HMICS will monitor progress.

## **NOTES TO EDITORS**

**Key Findings and Recommendations from the Report are listed below.**

The HMICS Inspection of the Management of Intelligence in Ayrshire Division and the National Intelligence Bureau is available to download at the HMICS website [www.hmics.org](http://www.hmics.org) from Friday, March 27, 2015.

To arrange a broadcast interview with HM Inspector of Constabulary Scotland, Mr Derek Penman QPM, or to request a photograph, please contact:

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## **REPORT KEY FINDINGS:**

### **Outcomes**

- Against a backdrop of significant reform and major events, Police Scotland successfully achieved the merger of eight legacy Force Intelligence Bureaux and the Scottish Intelligence Co-ordination Unit (SICU) into a single National Intelligence Bureau (NIB), a process which included the successful migration of both people and assets to the new Scottish Crime Campus at Gartcosh.
- Policing priorities are informed by a National Strategic Assessment. Locally, the Ayrshire Divisional Strategic Assessment is used effectively to assess risk in relation to crime and disorder, and set priorities accordingly.
- Ayrshire Division is both intelligence-led and performance-driven and identifies the threat, risk and harm on a daily basis which leads to delivery of local intelligence products. However, intelligence activity to support local policing is influenced by performance data, potentially leading to greater focus on the short term picture as opposed to medium and longer term analysis.
- Intelligence-led policing is apparent in the prioritised investigation of the top 20% of serious organised crime groups assessed as causing the greatest harm in Scotland.
- Police Scotland has introduced a comprehensive set of performance indicators aligned to serious organised crime group mapping which drives operational activity.
- Staff understood the rationale for the identification of criminal assets under the Proceeds of Crime Act but they were less clear as to the purpose of a related performance target.

### **Leadership and governance**

- Having recognised that retaining the disparate model for local intelligence would create risk, an internal review of Divisional Intelligence Units was carried out. The completed review provides clear direction in terms of resource allocation and functions.
- Should the existing governance arrangements be retained, it is difficult to assess how the service will be able to deliver a sustained and corporate approach to the management of intelligence.

- There is clear oversight of serious organised crime groups by Police Scotland's senior management.

## **Planning and processes**

- The establishment of a single police service has enabled greater consistency of planning. However, many of the intelligence functions and documentation remain inconsistent across the service.
- In Ayrshire Division, the structure of daily management meetings (involving the Divisional Intelligence Manager, the Dedicated Source Unit Controller and Detective Inspector-Proactive) provides a productive forum for action in line with the identification of threat, risk and harm.
- We found that the provision of communications data to operational officers has been enhanced through the introduction of a centralised service.
- The single governance structure for all Covert Human Intelligence Source (CHIS) operations across Police Scotland including establishment of a centralised Covert Authorities Bureau (CAB) provides consistency of risk assessment, decision making and records management.
- The introduction of a new Joint Intelligence Development Unit (JIDU) provides both visibility and consistency in the targeting of individuals and groups involved in serious organised crime.
- From the information provided, it is difficult to see where there is a single authoritative source of all available information and intelligence, which would include that concerning serious organised crime activity in Scotland.

## **People**

- The review of the 14 Divisional Intelligence Units has partially been informed by the significant budget cuts facing Police Scotland resulting in a reduction in police staff and realignment of police officer posts.
- The harmonisation of 16 legacy intelligence-related job descriptions provides clarity to staff and management and is a positive development.
- Staff reported frustration due to uncertainty caused by transition, a reduction in police staff numbers and change in operating practices, leading to differing levels of morale across the country.

## **Resources**

- The review of the Divisional Intelligence Units recommends that a single Divisional Intelligence Manager leads and manages the (conjoined) Divisional Intelligence Units of Ayrshire and Dumfries and Galloway Divisions. It was unclear how this model will be delivered, albeit we acknowledge that this remains a work in progress.

- Establishment of the Internet Investigations Unit and use of social media provides a valuable asset to Police Scotland and is an example of technology enabled, intelligence-led policing.

- The management of police intelligence is governed by a range of legislation, the implementation of which is supported by Authorised Professional Practice provided by the College of Policing. Staff were generally unaware that core documents had been decommissioned and superseded by current guidance.

- Strategic planning for the replacement of the national intelligence system is inclusive, enabling the development and incorporation of robust user requirements.

## **Partnerships**

- Partnership working at the Scottish Crime Campus is strong.

- There has been a significant increase in information being shared with Europol through the work of the International Assistance Unit, Police Scotland, and the Europol Liaison Officer.

- The International Assistance Unit has raised awareness across all 14 Divisions of Operation Nexus, the operational response to foreign nationals committing crime in Scotland, leading to the identification and deportation of a number of foreign national offenders.

- The Prison intelligence infrastructure, with police officers based across the Scottish prison estate, is productive and enhances information exchange.

- There is a productive working relationship between Intelligence Support and the Organised Crime Unit, of the Police Division, of Scottish Government.

## **REPORT RECOMMENDATIONS:**

The following strategic recommendations have been identified from our assessment of the Divisional Intelligence Unit (Ayrshire Division) and the National Intelligence Bureau, Specialist Crime Division.

### **Recommendation 1**

Police Scotland should continue to engage in UK level dialogue with the National Crime Agency (NCA) and key contributors of serious organised crime group mapping to collaboratively design a common model which meets the future needs of policing and law enforcement.

### **Recommendation 2**

Police Scotland should review the existing intelligence portfolio including governance, structures and processes and consider realignment of existing Divisional Intelligence structures under the direction and control of the Detective Chief Superintendent (Intelligence Support), providing clear and transparent

ownership, accountability and co-ordination of all intelligence assets and people within Specialist Crime Division and Divisions.

**Recommendation 3**

Police Scotland should develop structures, systems and processes for co-ordination of all available information and intelligence which provides an authoritative view of intelligence aligned to the national policing priorities which informs prevention, intelligence, enforcement and reassurance responses.

**END**