



2006-2007 ANNUAL REPORT OF
HM CHIEF INSPECTOR OF CONSTABULARY FOR SCOTLAND





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Laid before the Scottish Parliament
by Scottish Ministers
December 2007

SE/2007/248



On behalf of Her Majesty's Inspectorate of Constabulary for Scotland, I submit my report in terms of Section 33(4) of the Police (Scotland) Act 1967 on the state and efficiency of the police forces generally for the financial year 2006-2007.

Paddy Tomkins QPM, BA (Hons), RCDS

Her Majesty's Chief Inspector of Constabulary for Scotland

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ISBN: 978-0-7559-5571-8

Her Majesty's Inspectorate of Constabulary for Scotland
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Edinburgh
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Produced for Her Majesty's Inspectorate of Constabulary for Scotland by RR Donnelley B53553 12/07

Published by Her Majesty's Inspectorate of Constabulary for Scotland, December, 2007

Further copies are available from
Blackwell's Bookshop
53 South Bridge
Edinburgh
EH1 1YS

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FOREWORD

“... THE PEOPLE OF SCOTLAND ARE WELL SERVED BY THEIR POLICE.”

This is my first Annual Report since becoming Her Majesty's Chief Inspector of Constabulary on 29 March 2007, and so the year under review, from April 2006 to March 2007, was practically over by the time of my appointment. Nevertheless, the Annual Report affords the Inspectorate an opportunity to reflect on its role in the past, the present and the future.

The report has always provided more than just a look at the Inspectorate and, although I have shortened the content considerably, I believe that there is still value in fulfilling the statutory remit to report on the state and efficiency of the police forces generally.

Looking back at the issues which the Inspectorate was concerned with over the year helps to take stock of some of the drivers for change and the developments already underway to address these. It appears to me that a common direction of travel can be discerned from recent developments in the police management of knowledge, of risk and of performance. Continuing improvements in these areas should have a positive effect on all policing activity, from helping to solve community problems to assisting people in emergencies, and from dealing with serious sex offenders to helping to maintain national security. I believe that HMIC is particularly well-placed to contribute to the pace and steering of improvements in all aspects of these three fundamental areas.

Scottish policing is at a stage of its development when there are many opportunities and influences that could combine to make it not only good, which I believe it already is, but world-class and an example for others to follow. HM Inspectorate of Constabulary's role in scrutinising how police forces fulfil their functions, separately and in general, offers a unique perspective which I intend to use to encourage the full exploitation of opportunities for improvement.

The relationships between local and national policing need, and between local and national governance and accountability for policing, are matters which have not been fully addressed for several decades. I believe that these may soon need clarification for the benefit of all concerned – for the people living and working in or visiting Scotland who need police assistance or protection, for police officers and staff, for police leaders, and for the elected representatives at local and national level who have a responsibility for



HMCIC Paddy Tomkins

policing and a duty to hold police forces to account. In Chapter 3, where we look ahead to the future, HMIC offers a way of looking at the issues that may help interested parties and onlookers to consider the different factors involved without becoming hidebound in arguments about structures and forms.

Whatever the outcomes of any deliberations on these fronts, my assessment of the service delivered by the twenty-five thousand people in the police service in Scotland today, is that in most areas it is as good as it ever has been and that in some it is quite significantly better. This does not mean that there is no room for improvement, but it does mean that the people of Scotland are well served by their police.

01

THE ROLE AND FUNCTIONS OF HMIC IN SCOTLAND

Her Majesty's Inspectorate of Constabulary (HMIC) was established in Scotland in 1858, and its first annual report published on 15 March 1859. Thus, for almost 150 years HMIC has been reporting on the state and efficiency of the Scottish police forces. While society has evolved considerably since the mid-19th century, this fundamental task remains as relevant as ever. This chapter reviews the statutory basis of HMIC's authority and considers its functions and responsibilities. It shows that the organisation continues to play a critical role in monitoring and assessing Scottish policing and in helping to improve its service to the public.

WHAT IS HMIC?

HMIC (or the Inspectorate) acts on behalf of the Crown by:

- Scrutinising Scottish policing.
- Reporting its findings to Scottish Ministers, Parliament and public.
- Providing professional advice on policing and police issues to Scottish Ministers.

Though we are often described as being independent, it is probably more accurate to say that we are neutral. The reasoning behind this is threefold: although not part of Scottish Government, HMIC is funded and directed by Ministers (primarily the Cabinet Secretary for Justice); though not part of the eight Scottish police forces or other police services, most of our staff are seconded from these organisations; and, while we have no statutory relationship with police authorities, other than a duty to inspect Best Value, we do submit copies of our reports to these authorities.

Our statutory function is outlined in the Police (Scotland) Act 1967, as amended, which states that, on the direction of Ministers, HMIC will visit and inquire into any matter concerning or relating to the operation of a police force or of police forces. Our subsequent reports have been instrumental in driving change, not just within individual forces or organisations themselves, but across the police service in Scotland.

Over the last decade, we have inspected the eight Scottish forces and four key support services (the Scottish Police College, the Scottish Drug Enforcement Agency, the Scottish Criminal Record Office, and the Scottish Police Information Strategy) on a rolling, five-year programme. Our activities in 2006-2007 are considered in more depth in Chapter 2.



Our work is not, however, limited to force and organisational inspections. We also conduct what we call 'thematic' inspections on matters of significance to policing in Scotland. These have concentrated on single issues, functions or policing activities, examining how such matters are addressed across Scotland. The topics for thematic inspections have in the past been identified following consultation with the police service in Scotland, the Scottish Executive and other organisations such as the Association of Chief Police Officers in Scotland (ACPOS). The inspections were then normally led by the Assistant Inspector of Constabulary, assisted by HM Lay Inspector, and, if appropriate, by other specialist advisers under the direction of Her Majesty's Chief Inspector of Constabulary.

In a recent and welcome development, we have become more involved in joint inspections. In the last year we worked alongside colleagues from HM Inspectorate of Education, the Inspectorate of Prosecution for Scotland and the Social Work Inspection Agency. We also participate with colleagues from England and Wales in the inspection of UK policing organisations, e.g. British Transport Police, the Civil Nuclear Constabulary and the Ministry of Defence Police and Guarding Agency.

Until 31 March 2007, we were also responsible for reviewing how forces handled (non-criminal) complaints about the police, when requested to do so by dissatisfied complainers. After that date this became the responsibility of the new, completely independent Police Complaints Commissioner for Scotland (PCCS). Further information about the Commissioner and his work can be found at: www.pcc-scotland.org



Her Majesty's Inspectorate of Constabulary staff, June 2007

OUR STAFF

Her Majesty's Chief Inspector of Constabulary (HMCIC), Mr Paddy Tomkins, former Chief Constable of Lothian and Borders Police, leads a small team of seconded officers and permanent support staff. He is assisted in directing the operation and output of the Inspectorate by the Assistant Inspector of Constabulary, Mr Malcolm R Dickson, a serving police officer of deputy chief constable rank.

The management team is supported by five staff officers, one of chief superintendent rank and the other four of superintendent rank, all of whom are on secondment from UK police forces. Additional assistance in terms of research and administration is provided by a staff officer of chief inspector rank and three permanent support staff members employed by the Scottish Government.

In addition to the above, two officers have been seconded from HMIC to work with Her Majesty's Inspectorate of Education on a joint inspection of children's services.

Further information about our staff can be found at: www.scotland.gov.uk/Topics/Justice/Police/15403/2063



Mr Peter Daniels OBE MA

HER MAJESTY'S LAY INSPECTOR OF CONSTABULARY

Like HMCIC, Her Majesty's Lay Inspector of Constabulary is appointed by Royal Warrant. The Lay Inspector post is, as its title suggests, held by someone who does not have a police background and who brings other skills, knowledge and a lay perspective to the work of the Inspectorate. The post-holder of this part-time position is actively involved in inspections, focusing particularly on the areas of contact between the police and the public.

It is the Lay Inspector of Constabulary's responsibility to make sure that the views and concerns of the general public are represented in our work. Up until 31 March 2007 the Lay Inspector also had a specific role in examining complaints referred to us by dissatisfied complainers. Our current Lay Inspector, Mr Peter Daniels, has worked with us since September 2004. We have benefited greatly from the thorough understanding of local government and many other aspects of public service that he has brought to the role, as a result of his past experience and concurrent responsibilities.

02

THE WORK OF HMIC IN 2006-2007

This has been another busy year for us, with inspections taking place in five of the eight Scottish forces, as well as in the Scottish Police College, the Scottish Criminal Record Office and the Scottish Drug Enforcement Agency. We have also published two thematic reviews: the first, *A Case Study*, considered case management arrangements between police and procurators fiscal, while the second, *Common Knowledge*, looked at information- and intelligence-sharing. Over the year we also collaborated with other Scottish Inspectorates in joint inspection work, and continued to discharge our responsibility for examining, when requested by dissatisfied complainers, how forces dealt with specific complaints against the police.

PRIMARY INSPECTIONS 2006-2007

Until March 2007, Her Majesty's Inspectorate of Constabulary for Scotland conducted a programme of regular inspection, consisting of five-yearly primary inspections interspersed with two 18-month reviews.

In the preparatory stages of our primary inspections we would send out a questionnaire for the force or service to complete. The questionnaire covered all aspects of policing and organisational activity, and required a comprehensive and detailed response. Having received and analysed this response, we then carried out an options appraisal process to identify areas requiring additional scrutiny. This scrutiny would focus on issues of strategic significance, examples of good practice, approaches or performance results that may give cause for concern, and areas where we needed further evidence in order to make an accurate assessment of performance.

As part of our primary inspections we also examined, in conjunction with Audit Scotland, the financial and Best Value arrangements of forces and services. This joint scrutiny allowed both organisations to discharge our respective statutory responsibilities while minimising the overall inspection burden on the force or service. Where appropriate we have also benefited from the specialist assistance of other Scottish Inspectorates, while compliance auditors from HMIC England and Wales have routinely helped us to examine Scottish forces' use of the Police National Computer (PNC).

Wider consultation has also been an integral feature of our work. Both prior to and during inspections we spoke with a number of statutory and voluntary bodies involved in joint work with forces. Always keen to hear the opinions of communities and to learn about their experiences of the force, we also reviewed information from public surveys where this was available, and consulted with community representatives and organisations across the force area. Our inspection teams also met with members of



the Police Board or the management board, depending on the body being inspected, and consulted force representatives of the Association of Scottish Police Superintendents, the Scottish Police Federation and police staff unions. During the course of our inspections we additionally spoke with police support staff and officers of varying ranks and roles, both individually and in focus groups.

As well as providing an informed assessment of organisational activity, our primary inspection reports have also endeavoured to encourage continuous improvement throughout the service. Thus, in addition to highlighting examples of good practice, we have invariably made recommendations and suggestions and identified areas for review. We would then follow up what action had been taken in response to these at subsequent review inspections.

The findings of the four primary inspections carried out in 2006-07 are summarised in the following pages, while details of our new inspection process can be found in Chapter 4. Copies of all primary inspections since 1998, are available at: www.scotland.gov.uk/Topics/Justice/Police/15403/3425.



FIFE CONSTABULARY PRIMARY INSPECTION – 2006

In our primary inspection report of Fife Constabulary we remarked on the high level of service provided by the force to the people of Fife. This, we noted, has been achieved on the back of well established partnerships whose goal is to make Fife a safe and excellent place in which to live and work and to visit. We also observed the chief constable to be a strong, visible and strategic leader, who believed in service delivery through partnership and community policing and who was well supported by his senior managers.

The report also acknowledged that the previous year had been one of the most demanding in Fife Constabulary's history, with our primary inspection following the consecutively running G8 Conference, Prince William's graduation and the Open Golf Championship. In our opinion the force rose well to these challenges while continuing to deliver an effective policing service to local people, not least because of the professionalism, commitment and enthusiasm that was apparent throughout the force.

Overall, we made 12 recommendations to the force. The following shown here may be of particular interest to the public in Fife, given that they relate directly to the day-to-day service provided by their force:

- That the force review the role of its community officers.
- That the force introduce a mobile armed response unit.
- That the force encourage the transfer of officers and staff between divisions, in order to foster a better learning environment and to allow good local practice to be exchanged and development opportunities to be enhanced.

We also indicated that we would revisit 16 other areas in the future. These include the performance of the Force Contact Centre and the impact of its programme of improvements, the impact of the new shift pattern and the development of the National Intelligence Model. In addition, we commended the force on 11 areas of good practice, three of which are listed below:

- The use of peer group review in addition to recognised review procedures for major crime enquiries.
- The secondment of an officer to work with Fife Health Board, in order to foster partnership working.
- The use of CCTV in the rear of custody vans for protecting officers and individuals in custody and assisting the collection of evidence.

GRAMPIAN POLICE PRIMARY INSPECTION – 2006

A similarly high standard of service to the people of Grampian was apparent in our primary inspection of Grampian Police. Here too, the inspection team found commitment, loyalty and a genuine sense of pride at all levels within the force. And, on speaking to representatives of partner agencies, community groups, voluntary bodies and other stakeholders, it was clear that the chief constable and his force enjoyed good external support. We further noted the strong leadership provided by the chief constable at a time of change and development in the force and acknowledged that his vision, based on service delivery through partnership and community policing, had strong support from his senior management team. We also learned of the chief constable's intention to use the primary inspection process as a means of assessing his progress since being appointed in April 2004. This positive approach to both continuous improvement and the inspection process is, in our opinion, to be welcomed and commended.

In total we made 16 recommendations to the force, of which the following four were concerned with frontline policing activity:

- That the force consider ways in which it can communicate local policing priorities more widely to communities, to promote greater understanding of local policing intentions.
- That where staff availability is directly linked to quality of service to the public, procedures are put in place to keep vacancies to a minimum.
- That arrangements are implemented for monitoring non-registered sex offenders whose behaviour gives cause for concern.
- That the force consider extending its patrol planning methodology to setting staffing levels for road policing.

We also identified 24 areas for review at the next inspection and 12 points of good practice, including the following:

- Training community wardens in line-searches of open areas, to provide assistance if required in missing person searches.
- The widespread use of video conferencing at daily tasking and co-ordinating meetings.
- The force's work in co-ordinating reviews of civil emergency and counter-terrorism plans.



DUMFRIES AND GALLOWAY CONSTABULARY PRIMARY INSPECTION – 2006

The primary inspection of Dumfries and Galloway Constabulary revealed a strong focus on community policing. Again we felt that the force provided a good service to the people of Dumfries and Galloway, and recognised a strong commitment to the public that was driven from the highest levels, i.e. the chief constable and his senior management team. On speaking with representatives of the council, partnership agencies, community groups, voluntary bodies and other stakeholders, the inspection team found consistent, positive support not only for the chief constable and his senior management team, but indeed for the whole force.

Dumfries and Galloway Constabulary's performance against national indicators is generally very positive when compared with the Scottish average and the force's own past performance. In key areas, such as housebreaking and violent crime, the level of recorded crime had been falling. In other areas, such as drug dealing offences, the observed rise in detections was seen to reflect the positive attempts of the force to address this crime type.

We were additionally pleased to note the force's obvious commitment to continuous improvement. This was clear from the number of areas already

identified for review by the force prior to our arrival, as well as those subsequently highlighted by us during the inspection. We made a total of 16 recommendations to the force, of which the following three were specifically concerned with operational policing issues:

- That the force review its procedures for allocating incidents to resources, and the process whereby attendance is monitored.
- That the force introduce a comprehensive officer safety policy.
- That the force produce an enhanced process to allow road traffic collision information to be analysed regularly, and use the results to inform how the Mobile Support group and Safety Camera Partnership resources are deployed.

We also identified 19 areas for future review, including the force's response to incidents of domestic abuse and supervisory oversight of custody matters. In addition, we found 13 areas of good practice, including the following:

- Selecting staff on the basis of skill rather than rank, where appropriate.
- Co-locating police report management staff at the office of the Procurator Fiscal.
- Identifying and supporting staff who are at psychological risk.



SCOTTISH POLICE COLLEGE PRIMARY INSPECTION – 2006

The Scottish Police College (SPC, or the College) has been influential in developing the modern Scottish police service since it began training police staff in 1954. We acknowledge the high regard in which the College is held, not just among members of the police service in Scotland but also by partner organisations and the wider policing and justice community in the UK and beyond. This latest inspection found clear evidence, among staff and students alike, of pride, dedication and enthusiasm.

The time of our inspection was one of imminent change for the College, as it prepared for the introduction of the Scottish Police Services Authority (SPSA) in April 2007 (see Chapter 3 for more details on this). In light of the new oversight arrangements, our 13 recommendations were predominantly directed not at the SPC, but at the SPSA, ACPOS and the Scottish Government. We are keen to see how these arrangements develop, and to this end we will be particularly interested to see what progress is made in the following recommendations:

- That ACPOS and the Scottish Executive [now Government] enter into a debate about the long-term future options for the sequence of recruiting and training.
- That the SPSA and ACPOS clarify the relationship between the police service in Scotland and nationally provided police training, to establish the role of a single ‘intelligent customer’.
- That the SPSA formulate a training strategy for co-ordinating all police training in Scotland, including local training provided by forces.



Since the inspection we have continued to retain an interest in learning how ACPOS and the SPSA have tackled the 26 suggestions that we made. And, of the six areas to be reviewed, we will pay particular attention to how the SPC has dealt with shortcomings in its compliance with equality policies and their impact-assessment, given the importance of this issue for the police service in Scotland.

Of the eight points of good practice that we highlighted, we commend the College on its past and continuing efforts to civilianise more of its posts. We also believe that the academic accreditation of police staff training shows, quite clearly, the level of professionalism in the police training environment in Scotland.



REVIEW INSPECTIONS 2006-2007

Under our previous inspection regime, as we explained at the beginning of this chapter, primary inspections were followed by two review inspections conducted at approximately 18-month intervals. The focus of these reviews was drawn from the following list of areas:

- Progress against recommendations made in the preceding primary inspection.
- Progress on suggestions identified in the preceding primary inspection.
- Progress against recommendations of recent thematic inspections.
- Areas nominated by the force or service regarding its current position and/or seen as representing significant challenges in the future.
- National developments in policing.
- Events or developments relevant to the force or service, identified through environmental scanning.
- Outcomes of the force's or service's self-assessment and internal inspection work.
- Outcomes of other external scrutiny, for example PNC Audit, HSE Inspections, Audit Scotland studies and audits and CRE reports.
- A review of performance information – leading to a risk assessment-led focus on any area seen as under-performing.

Our methodology for review inspections involved preparing an appropriate set of questions to address issues selected from the list shown above. Written responses and supplementary supporting evidence subsequently allowed for a structured, relevant and evidence-based method of examining organisational activity. In assessing a force's response to previous recommendations and suggestions, we were aware that these could often have resource implications and might require a considered and phased approach. If, as it could, a force chose not to follow or adopt an HMIC recommendation, it would set out a case for not doing so. We might in turn comment on this and that debate would be something on which the relevant police authority or board, Ministers and public could take a view.

To promote transparency and accountability, the findings of our review inspections were reported through the relevant police board or authority and made available on our website. All review inspections dating back to 1998 are available at: www.scotland.gov.uk/Topics/Justice/Police/15403/3427

STRATHCLYDE POLICE REVIEW INSPECTION – 2006

Of the 11 recommendations contained within the 2004 primary inspection report for Strathclyde Police, a total of four were fully discharged following this first review inspection. Of the 28 areas for future review, 19 require further work before we can conclude our interest.

We acknowledged the efforts of Strathclyde Police to address these matters. Following the primary inspection the force developed an action plan, allocating responsibilities to named individuals and keeping us informed through regular updates, all at a time of significant organisational change. Worthy of specific mention is the force's formation of a complaints sub-committee of the Joint Police Board, its review of the senior management team and a marked fall in retirements through ill-health.

As part of the review, we also asked the force for information about its activities in a further 11 areas of local or national interest. Its response clearly showed a strong commitment to the community planning process and to tackling anti-social behaviour, areas that will be worthy of further inspection in future. The force also provided good evidence of how it monitors community tension within the force area, as well as the steps it has taken to deal appropriately and sensitively with people with mental illness or learning difficulties.

We concluded that Strathclyde Police had responded positively to our primary inspection report of 2004. While some areas required further work, particularly its promotion policy and its shift system, we were satisfied that the force was working to address these outstanding issues.



SCOTTISH DRUG ENFORCEMENT AGENCY SECOND REVIEW – 2006


As explained in more detail in Chapter 3, the Scottish Drug Enforcement Agency (SDEA, or the Agency), as with the Scottish Police College and Criminal Record Office functions, has come under the remit of the new Scottish Police Services Authority. The legislation establishing the SPSA, has also expanded the name of the SDEA to the Scottish Crime and Drug Enforcement Agency (SCDEA), to highlight its wider role in addressing all serious organised crime. Thus here too, our inspection took place at a time of imminent change for the service.

In our 2003 primary inspection of SDEA, we had made 21 recommendations. Of these, eight were directed at the SDEA itself, six at the Standing Committee of Chief Constables (SCCC – the body which oversaw the Agency until 31 March 2007) and the remaining seven at ACPOS. The Agency subsequently set up a programme board of key stakeholders to oversee the change programme arising from these recommendations. The programme itself was managed by a strategic development unit brought together specifically for this purpose. As a result of its work, seven of the original 21 recommendations were discharged at the time of the first review. A further eight were discharged during our second review.

One of the outstanding recommendations was that the Agency seek agreement to finalise its management statement, financial memorandum and operational protocol with forces. This has in fact been partially discharged: an operational protocol has been in place since 2003. The remaining five recommendations in which we retain an interest, are as follows:

- That the Agency undertake promotional activity to explain its requirements and outline duties of staff, all towards the goal of a more representative gender balance within the organisation.
- That the Agency, using the opportunity provided by the appointment of a personnel and training adviser, put in place processes and policies that will support best use of staff, and clarify adherence to good practice in terms of equal opportunity.
- That firearms support for surveillance activity be rigorously pursued.
- That the Agency prepare an IT strategy in support of its strategic aims.
- That the Agency fully review its management of overtime and subsistence, with a view to lowering its overtime needs in the pursuit of a better work-life balance for its officers.





In our view, the SDEA and ACPOS had made positive progress in addressing the recommendations of our 2003 primary inspection. That said, the need for firearms support for surveillance activity remains a pressing one, not just for the Agency but for forces too. As such, the service as a whole should be working together to resolve the current shortfall. Further reference is made to this in Chapter 3, in the section on the Capacity and Capability Review.

There is no doubt that the Agency will continue to develop over the next few years: amongst other things, the Police, Public Order and Criminal Justice (Scotland) Act 2006, allows the SCDEA to employ police officers directly rather than relying solely on secondments from police forces. More significantly, as part of what needs to be a co-ordinated effort against organised crime in Scotland, by 2010 the SCDEA, along with offices of other law enforcement agencies such as the UK's Serious and Organised Crime Agency (SOCA) and Her Majesty's Revenue and Customs (HMRC), will be located at a single site in Scotland in one shared purpose-built development at Gartcosh in Lanarkshire. This 'Scottish Crime Campus' will be unique in Europe and is an innovation that we will follow with great interest.

Although the majority of policing activity in Scotland needs to be locally based, locally commanded and locally accountable, we are conscious that in the 21st century there are several very important, albeit relatively small, policing responsibilities that most forces are unable to take on alone. A strong and competent national level of capability is required so that people in every part of Scotland receive the same level of professional service. Up to now, the SCDEA has shown that such an achievement is possible when it comes to tackling serious and organised crime proactively. One of the future challenges will be to build an appropriately accountable national framework that can do the same for other specialist forms of policing.



SCOTTISH CRIMINAL RECORD OFFICE REVIEW INSPECTION – 2006

As explained elsewhere in this report, since April 2007 the functions of the Scottish Criminal Record Office (SCRO), as with the SCDEA and the Scottish Police College, have come under the remit of the new Scottish Police Services Authority. We believe that ultimately these new arrangements will bring about a change in the organisational structures supporting SCRO activities. Thus, at the time of our inspection, SCRO too was getting ready for the introduction of the SPSA. An additional complication at this time was the ongoing parliamentary examination of the working of the fingerprint service. Given the level of scrutiny involved in that work, it made little sense for us to duplicate this other than to re-visit any outstanding recommendations from our primary inspection in 2004.

In that primary inspection, we had made a total of 13 recommendations. Of these, eight were directed at SCRO, the other five at ACPOS. Following this first review inspection we were able to discharge six and two recommendations respectively. The five outstanding recommendations will be reviewed as we consider our future inspection methodology. These include our recommendations to revise the Disclosure Scotland application form, to create a national stolen property index and to draw up arrangements for hosting national computer applications. Also still to be resolved are questions concerning the ownership of data entered onto the criminal history system. A number of concerns were brought to our attention during this review inspection, as a result of which we drew up several additional recommendations for ACPOS.

Many of the 17 areas of work in progress identified by the primary inspection had, by the time of our review, become standard practice in SCRO. This included human resources and business administration support, SCRO's communications strategy and the provision of interpreter services for callers to Crimestoppers. However, six areas of work were still in the process of being implemented and we will consider these again during 2007.

Overall, we found that SCRO had responded well to our primary inspection. Good progress had also been made in dealing with the recommendations of previous thematic inspections and other local and national developments relevant to its business. Though some outstanding issues remain, we are confident that the management teams within SCRO and its parent body SPSA will be able to resolve these.

Finally, it would be wrong to report on our inspection of SCRO without making direct mention of the McKie case and the subsequent parliamentary report. Understandably much publicity has surrounded this issue over the years, and the recommendations of previous HMIC inspections have sought to bring about improvements in the fingerprint service. We are acutely aware of our duty to the public in this matter. As a result we reacted promptly to Justice 1 Committee's recommendation that we conduct an internal review of our SCRO inspections as far back as 2000, to identify any lessons for future inspection practice. The review, conducted by a former HMIC staff officer, was completed in June 2007 and is available from our website. Its recommendations will be reflected in our revised inspection methodology.

THEMATIC INSPECTIONS 2006-2007

In addition to our inspections of organisations, we also carry out thematic inspections on matters of significance to policing in Scotland. Our objective in doing so is to make recommendations that will improve policing practice in these areas. We do this by consulting widely with internal and external stakeholders to establish the state of current practice and, where appropriate, by looking further afield to organisations that are recognised for their good practice in the area. Our practice has been to revisit recommendations arising from thematic inspections during subsequent force primary and review inspections and we have, on occasion, conducted a further thematic specifically to measure progress made across the service. Previously we identified topics for thematic inspection through consultation with the police service in Scotland and the Scottish Government. More recently this consultation process has been formally structured and extended to police authority conveners, while selection decisions are based on a wider range of influences, such as known public concerns or identified risks.

Our methodology for both force/service and thematic inspections has, until now, used questionnaires (referred to as protocols) aligned with the Business Excellence Model created by the European Foundation for Quality Management (EFQM). Evidence gathered in this way allowed us to examine key organisational functions in a structured and comprehensive way (see www.qualityscotland.co.uk/efqm.asp for further information on this model). At the start of the thematic process, protocols were distributed to forces and other relevant organisations. The responses were then reviewed and, where necessary, followed up with fieldwork visits to relevant forces, organisations or other appropriate bodies.

Thematic inspections tended to be led by the Assistant Inspector of Constabulary, assisted by Her Majesty's Lay Inspector and, where appropriate, by other specialist advisers. Additional support was provided by police officers seconded from forces. Where relevant we have also worked alongside other Inspectorates on topics of mutual interest. All thematic reports published since 1998 are available at: www.scotland.gov.uk/Topics/Justice/Police/15403/3429





A CASE STUDY: A JOINT THEMATIC INSPECTION OF CASE MANAGEMENT – 2006

The aim of this thematic inspection was to examine case management across the Scottish criminal justice system following the publication of the Bonomy, Normand and McInnes reports. We also took this opportunity to review what progress ACPOS and the Crown Office and Procurator Fiscal Service (COPFS) had made in responding to the recommendations of their joint protocol drawn up in 2004. The inspection was carried out by staff from HMIC and the Inspectorate of Prosecution in Scotland (IPS), under the direction of the then Assistant Inspector of Constabulary, Mr Kenny McInnes. Given the potential scope of the project the team focused on a fairly narrow area of activity, namely developments affecting case management within the criminal justice system for adults.

While the inspection confirmed the strength of bilateral relationships between the police and procurators fiscal, it also found evidence of increased sharing of key management information and a substantial number of joint initiatives throughout the country. The latter included the co-location of police staff within procurator fiscal offices, to the benefit of both organisations. In some areas, joint working, e.g. involving redesign of systems and processes, has been taken forward under the broader umbrella of the relevant sheriffdom's criminal justice board.

The thematic inspection report contained 13 recommendations, one each targeted individually at ACPOS and area procurators fiscal, three aimed at Scottish forces, and the remaining eight directed at both ACPOS and COPFS. Among these recommendations we highlighted the need to review existing joint protocols and to adopt a more structured approach to performance monitoring. We proposed that the latter be made more meaningful by introducing end-to-end process targets, monitored under the auspices of criminal justice boards.

In focusing on continuous improvement it was also vital to look at training and quality assurance for preparing standard prosecution reports and statements, given recent stated cases in relation to

disclosure (i.e. the release to defence agents of evidence gathered by the prosecution). It was felt that this development placed significant and greater demands on the ability of both services to meet performance targets.

Both HMIC and the IPS are supportive of the joint work being carried out to tackle areas of concern. However, in light of more recent discussions about disclosure we take this opportunity to sound a note of caution. It is of course important that police officers try to capture the oral evidence of witnesses when first interviewed. This is particularly important for serious crimes that may be prosecuted under solemn procedure. But around one million crimes and offences are recorded by the police in Scotland every year, only a small percentage of which end up being contested in court. It therefore follows that it would be highly inefficient of the police service to obtain 'court ready' evidence from witnesses for all these crimes and offences. What is needed is greater mutual understanding, amongst all the constituent bodies of the criminal justice system, that the majority of such statements will not be 'court ready' and might best be viewed as honest efforts to capture the relevant aspects of evidence from a witness at the time the statement was obtained. The 'best evidence' must always be testimony given in the witness box: the fact that this may differ from that recorded some time previously by a police officer as a statement should not routinely be taken to imply that the witness is unreliable.

The inspection also identified a range of initiatives relating to non-reporting and abbreviated reporting by police, in addition to non-court disposals by the procurator fiscal. It was acknowledged that these options would have to be managed carefully if communities were to be assured that persistent offenders are being dealt with effectively.

In our opinion this piece of work clearly showed the benefits of a joint approach to inspection in this field. And there is undoubtedly scope for further such activity in related areas in the future.

The full report is available at: www.scotland.gov.uk/Publications/2006/08/08132435/0

COMMON KNOWLEDGE: A THEMATIC INSPECTION OF INFORMATION AND INTELLIGENCE SHARING – 2007


Given the amount of intelligence and information shared by the police service in Scotland on a daily basis, this thematic review had the potential to touch on just about every aspect of policing. With this in mind, the inspection was limited to an overview of the strategic issues involved in sharing intelligence and information, and on providing direction to the service for the way ahead.

Unsurprisingly given the subject of this work, the report also identified areas that might be of interest and perhaps assistance to partner agencies.

We firmly believe that intelligence- and information-sharing is one of the key ways in which individual agencies, including the police, must work together to develop and maintain effective, user-focused and inclusive partnership frameworks for providing services. Inefficient processes and procedures in intelligence- and information-sharing can have serious consequences, as highlighted by a number of reviews and inquiries over at least the last two decades.

This inspection examined the current position on intelligence- and information-sharing, both within the police service in Scotland and between the service and its principal partner agencies. And while its 14 recommendations were directed at the police service and the Scottish Executive, five of the seven suggestions are also directly relevant to principal partners. If taken on board, we believe that these could significantly enhance inter-agency arrangements for sharing intelligence and information.

The majority of our recommendations need to be addressed at a national level and seek to build on work that was in progress at the time the report was published. We are particularly keen that the Data Protection Act be seen not as inhibiting but enabling the business of sharing information. In the complex areas of child and vulnerable adult protection, we recommended that the Scottish Executive either nominate or establish a single agency with responsibility for creating a confidential registry for each area. This would enable all agencies to 'deposit' information about a child or vulnerable adult, in the knowledge that it would not be shared with another service unless its combination with information from elsewhere suggested that a child or vulnerable adult was at risk. As noted in the report we believe that there are great gains to be made by overcoming well-intentioned reluctance to share lower-level information at as early a stage as possible, while still maintaining client/patient/victim confidentiality for the most sensitive information. Just prior to the report's publication, the Protection of Vulnerable Groups Bill was being considered by the Scottish Parliament, a key aspect of which – the 'duty to share' information about child protection – fell at Committee stage. **We believe that our proposals in *Common Knowledge* offer an alternative solution to a problem that everyone appears to agree requires urgent resolution. We therefore take this opportunity to commend these proposal to the new Scottish Government.**



Other recommendations included the need for the following: a consultation exercise on the matter of giving criminal justice partners greater access to the criminal history system while maintaining security and data quality; individual force strategies for sharing intelligence and information, containing the core elements suggested in the report; single points of contact to share sensitive information between the police and partner agencies; and, ACPOS to consult with the Scottish Executive and partner agencies to draw up a comprehensive guidance framework for public service information-sharing.

We are also keen to highlight one of our suggestions aimed at the various strategic partners, namely the establishment of common data standards through the work of the National Data Sharing Forum and local data sharing partnerships. This offers the prospect of a standardised method of gathering, storing and sharing intelligence and information for all public service providers. In a similar vein the inspection team commented on the use of the National Intelligence Model (NIM) as a key tool for police forces in understanding and tackling crime and offending in their areas. The inspection

observed that, where partner agencies such as the Scottish Prison Service (SPS) had adopted the NIM, tangible benefits to both the police and SPS, as well as to the wider public, could be seen. Greater information- and intelligence-sharing between all public services requires a common framework and language. Since the NIM has already proved its adaptability and usefulness beyond policing in this respect, we have proposed that this model, or something similar, be extended to all relevant public services.

This thematic inspection was a difficult and complex piece of work, and we acknowledge that many of its recommendations were, by their nature, aspirational. Nevertheless, current developments in this field should create opportunities that the service, and indeed its partner agencies, must endeavour to exploit. The full report is available at: www.scotland.gov.uk/Publications/2006/08/08132435/0

JOINT INSPECTION WORKING 2006 – 2007

As has been intimated elsewhere, we regularly work with other inspection agencies on projects of mutual interest, as and when circumstances allow. In the previous year we worked with Her Majesty's Inspectorate of Education (HMIE) on our primary inspection of the Scottish Police College, and with the Inspectorate of Prosecution in Scotland on our inspection of case management in Scotland. We also collaborated with the Social Work Inspection Agency (SWIA) in a pilot multi-agency inspection of services for people with learning difficulties, in Ayrshire.

More regular collaboration with Audit Scotland helps us to examine how forces and police authorities meet Best Value requirements. Staff from HMIC England and Wales also helped us to review Scottish forces' use of the Police National Computer (PNC). We have also collaborated with the Commissions for Racial Equality, Disability Rights and Equal Opportunities, each of whom provided valuable guidance in assessing force compliance with the respective duties relating to race, disability and gender equality.

However, perhaps the most high profile joint working venture is in the field of child protection, for the purpose of which two of our staff officers have been seconded to the Services for Children Unit based at HMIE. With the introduction of the Joint Inspection of Children's Services and Inspection of Social Work Services (Scotland) Act 2006, the first round of child protection inspections has taken place throughout Scotland. We have noted the results of these inspection visits and they will form part of our future preparatory work for inspecting police forces and, where relevant, when conducting thematic inspections. It is our view that current liaison arrangements with HMIE are working well and we are actively working at the strategic level to develop processes for the wider inspection of children's services.





COMPLAINTS AGAINST THE POLICE

Our previous role in dealing with complaints against the police was set out in the Police (Scotland) Act 1967, as amended. The Act gave us the authority to examine, at the request of a dissatisfied complainer, the manner in which a police force had investigated his or her complaint against a member of police staff. In carrying out this duty we were supported by Her Majesty's Lay Inspector of Constabulary.

In terms of our role in dealing with complaints up to 31 March 2007, this was restricted to examining the manner in which a complaint had been dealt with by a force. We could therefore only enquire into whether the force concerned had adhered to relevant regulations, standard procedures and reasonable timescales, and consider whether it had dealt with the complainer fairly and had thoroughly reviewed all available evidence. We did not have the authority to conduct a fresh investigation into the validity of the complaint, nor could we re-interview witnesses. Similarly, we had no role in examining the decisions taken by procurators fiscal or the courts. However we could, in appropriate circumstances, direct that a force reinvestigate or reconsider a complaint.

On 1 April 2007 the Police Complaints Commissioner for Scotland (PCCS) took over this function, following enactment of the Police, Public Order and Criminal Justice (Scotland) Act 2006. The PCCS web site can be found at: www.pcc-scotland.org. We continue to deal with a slowly decreasing number of cases that were referred to us before 31 March.

The 2006 Act sets out the working arrangements for the Commissioner who may, at the request of a complainer, conduct a complaint handling review to examine the manner in which a non-criminal complaint has been dealt with by a police force, the Scottish Crime and Drug Enforcement Agency (SCDEA) or the Scottish Police Services Agency (SPSA). At the conclusion of such a review the Commissioner will inform the person who made the complaint of his conclusions and the action that he proposes to take as a result. The Commissioner will also compile a report of the complaint handling review and its conclusions for the appropriate police authority. If the Commissioner believes that the matter should be reconsidered, he may direct the relevant police force, authority or agency to do so. He may also give further direction or guidance as to how such reconsideration should be carried out. This includes the authority to direct that the reconsideration be supervised by a person appointed by the Commissioner.

The new Police Complaints Commissioner for Scotland will be able to respond to dissatisfied complainers in respect of all written complaints made to the police, including those concerning the quality of service, police policy or procedures. The Commissioner has no remit, however, to investigate complaints inferring criminal behaviour by a member of a police force. That continues to be the responsibility of the Crown Office and Procurator Fiscal Service (COPFS), through the area procurators fiscal.

COMPLAINTS AGAINST THE POLICE DEALT WITH BY HMIC – 2006-2007

During the financial year 2006-2007, we were asked to consider 84 complaints. This is up on last year's total of 76. Table A shows the volume and distribution of complaints that we have been asked to consider over the past five years, including those against serving police officers, police staff and special constables.

Of the 84 new contacts made by complainers this year, we went on to review 38 complaints. The other 46 were not reviewed, either because they fell outside our statutory remit or were forwarded to the PCCS or because the complainer withdrew his or her complaint or failed to reply

to correspondence from us. The outcomes of those reviewed cases concluded within the year are shown in Table B.

The table shows that in 14 (36.8%) of reviewed cases, we were satisfied that the force had dealt with the complaint appropriately and that no further action from the force was necessary. On five occasions during 2006-2007, we asked a force to reconsider its handling of a complaint and in 12 cases we made criticism of the force's complaint handling. Within this last category, the nature of our criticisms are listed in Table C. It should be noted that in some cases the force was criticised in more than one area.

TABLE A – COMPLAINTS MADE TO HMIC FROM 2002/2003 TO 2006/2007

FORCE	06-07	05-06	04-05	03-04	02-03
CENTRAL SCOTLAND	1	3	1	3	4
DUMFRIES AND GALLOWAY	3	4	3	3	2
FIFE	6	8	4	4	9
GRAMPIAN	15	9	15	9	12
LOTHIAN & BORDERS	13	12	14	15	19
NORTHERN	11	5	6	7	5
STRATHCLYDE	28	29	25	27	33
TAYSIDE	7	6	7	2	8
TOTAL	84	76	75	70	92

TABLE B – OUTCOMES FROM COMPLAINTS REVIEWED BY HMIC DURING 2006/2007

HMIC DETERMINATION	NUMBER
No action required by force	14
Criticism by HMIC	12
Force asked to reconsider	5
Ongoing at HMIC	7

TABLE C – ANALYSIS OF CRITICISMS MADE BY HMIC DURING 2006/2007

MINOR CRITICISM	NUMBER
Poor initial response	2
Delay in response	5
Insufficiently detailed response	1
Procedure	10
Communications issues	1

03

THE POLICE SERVICE IN SCOTLAND – LOOKING AHEAD

Like most other major public bodies, the police service in Scotland continues to experience significant organisational change. In addition, the greatest threats to the stability and wellbeing of Scotland, identified in the Scottish Strategic Assessment of March 2007, have highlighted the increasing operational demands also facing the service. HMIC acknowledges these dual pressures facing Scottish forces and their respective support organisations. Given this environment, the following chapter seeks to highlight what we believe to be the crucial areas for the service over the forthcoming year.


THE SCOTTISH POLICE SERVICES AUTHORITY

As mentioned elsewhere in this report, the Scottish Police Services Authority (SPSA, or the Authority) came into being on 1 April 2007. Its role is to provide support services to the country's eight police forces as well as to the wider criminal justice community, and to maintain the Scottish Crime and Drug Enforcement Agency. As a non-departmental public body, the SPSA is governed by a Board, appointed by Ministers in accordance with the public appointments process. The Board is chaired by a lay convener, and comprises two joint police board conveners, two chief constables and an additional two lay members. In terms of day-to-day management, the Authority is led by a chief executive, who happens to be a former deputy chief constable, and who reports directly to the Board.

As an independent body, the SPSA employs around 1,300 staff. It is assisted by a corporate services business area that provides organisational support in terms of finance, compliance, human resources, planning and performance, procurement, and corporate communications. Its fundamental role is to provide services in three key areas:

- **Police Training** – This includes the Scottish Police College as the central police training establishment for all eight Scottish forces as well as some partner agencies. It provides a comprehensive programme of training for police officers and police support staff of all levels.
- **Forensic Services** – The new national forensic service aims to provide an integrated forensic science service. It takes in the four pre-existing forensic laboratories and fingerprint bureaux located in Glasgow, Edinburgh, Dundee and Aberdeen, as well as scenes of crime officers from the eight Scottish forces.
- **Information Services** – This business area is divided into two sections, the first being *Information Services – Criminal Justice*, formally known as the Scottish Criminal Record Office. This section is responsible for developing, maintaining and managing integrated criminal justice information systems for the police service and its criminal justice partners. Meanwhile *Information Services – Information and Communication Technology* comprises a body formerly known as the Scottish Police Information Strategy (SPIS), as well as some other IT development staff. It will continue to develop new information management systems for the police service, but will not completely transfer to SPSA until 2008.





The Act also made provision for Scottish Ministers to add other services to the SPSA in the future.

The legislation that created the Authority also brought about a change in governance arrangements for the Scottish Crime and Drug Enforcement Agency, establishing it on a clear statutory footing. While the Director General retains day-to-day operational control of the SCDEA, the SPSA is responsible for maintaining the Agency and overseeing its management. It is also the conduit through which Scottish Ministers direct the formulation of SCDEA's strategic objectives, and the Director General is accountable to both the SPSA and Ministers for achieving these. The Scottish strategic and tactical tasking and co-ordinating groups also have some influence on decisions concerning the Agency's operational focus and deployment of resources.

We are aware that the SPSA's development has presented a significant challenge to Scottish forces and their police authorities, as well as to the fledgling Authority's interim team. Nevertheless, we believe that its establishment has the potential to deliver real and meaningful benefits across the police service in Scotland – a development that all should support.

We also recognise that the Authority will need time to establish its own internal procedures and processes: this is an inescapable consequence of moving to a shared services model in an important public service. However, we are in no doubt that the benefits derived from such a development will, in the medium- to long-term, provide genuine opportunities for operational and organisational efficiencies in delivering support services.

Again looking to the medium- to long-term, it may be that the SPSA could provide all or part of the framework required at national level to provide, procure or co-ordinate other support services or even other operational services which cannot be efficiently or effectively provided independently by all forces. Obvious candidates for back-office services that might better be organised nationally are recruitment, legal services and some financial services.

We believe that there are also some operational policing functions that would best be provided, or at least co-ordinated, at a level higher than that of individual forces. Examples include counter-terrorism, specialist firearms support, motorway policing, air support, and some forms of serious crime investigation. Since its inception in 2000, the SCDEA has successfully evolved in order to improve its capacity to respond to the threats that Scottish communities face from serious and organised crime. It may be that, in the future, different operating relationships could be devised for different policing specialisms. For instance, the need for local accountability in such a sensitive area suggests that specialist firearms support units should always remain under the command of local commanders for specific operations. Nevertheless, all forces could contribute seconded officers to a centrally-managed, trained and co-ordinated unit.

However this 'supra-force' capability is achieved, acknowledging this need may actually help to focus the attention of local police leaders and interested local politicians on the much larger-scale policing activity of dealing with volume crime, disorder and the many daily, minor emergencies reported to the police. These more mainstream demands are largely very local in nature, and therefore are best tackled by local police staff and partner organisations influenced by community planning partnerships. In these instances, police efforts are best directed by local commanders and subject to local accountability.

In our view, it follows that **creating a robust national solution for the very important but relatively small volume of policing activity that could be managed above force level, is one as yet unrecognised but effective way of improving and sustaining local or community policing.** There is undoubtedly a wide range of views on this issue and we are keen to encourage wider debate on what additional specialist operational roles might more appropriately be centralised. (For further reference to capacity and capability, see the relevant section on page 35.)

HMIC has consistently argued that the SPSA, in delivering its services, must at all times focus on and be responsive to the needs of its customers. We are therefore encouraged to note that the Authority has included these concepts in its statement of values, in terms of accessibility, accountability, efficiency and cost effectiveness.

The SPSA's vision statement is highly ambitious, aiming for it to be a world-class organisation that continually enhances the effectiveness of modern policing in Scotland. We fully endorse this aspiration and, as indicated above, believe that the Authority's role and structure may have to expand to incorporate other shared services if it is to achieve this. Such a proposal will have clear ramifications for Scottish forces and we are therefore keen to engage with the Authority and its stakeholders in any future discussions on this matter.

Further information about the organisations mentioned above is available at the following web sites:

www.spsa.police.uk

www.sdea.police.uk

www.tulliallan.police.uk/

www.scro.police.uk/

www.spis.police.uk/

www.spsa-forensics.police.uk/





VIOLENT CRIME

Violent crime is a problem that affects not only the victims but also their families, the wider community and indeed the nation as a whole. The fact that for some people in Scotland violence is an everyday reality is irrefutable. Statistics from bodies such as the World Health Organisation (WHO) have suggested that Scotland is one of the most violent countries in the western world. Comparative crime statistics can be difficult to assess because categorisation and recording practices vary widely from country to country. However it cannot be denied that violent crime, both in public and in private, is a significant problem in Scotland, the normalisation of which has serious repercussions for all in our society.

But violence need not be inevitable. We are encouraged by the growing realisation that the best way to reduce persistently high levels of violent crime is for the police to work together with key partners, such as those who contribute to the night-time economy, the health service, education and transport. A key strategic development in this area has been the emergence of the Violence Reduction Unit (VRU) in April 2006. Originating with Strathclyde Police, the Unit is responsible for co-ordinating a national approach to tackling violence in Scotland. The Unit has since reiterated the WHO view, that a reduction in violent crime will only be achieved by adopting a public health model, and not by relying on the traditional criminal justice model which tackles the offender once the act has been committed.

From the work of the VRU and its partners, it is clear that the picture of violent crime, as reflected in the numbers of crimes made known to and recorded by the police, is seriously incomplete. Indeed one study conducted in Glasgow suggested that police are only made aware of about 30% of all violent crime. Recorded or not, the cost to society of violent crime is considerable. In purely monetary terms, it has been estimated that such crimes costs the NHS in Scotland between £258 million and £517 million each year. Investigating a single murder can cost millions of pounds, with legal costs running into the

hundreds of thousands. These headline figures do not of course take into account the financial impact on the families themselves, particularly those where the victim is the main wage-earner. Nor do they consider the wider devastating impact on victims and families generally, which for some can be lasting.

Of particular concern is the link between alcohol and violent crime. The so-called 'booze and blades' culture can reflect a daily reality in some Scottish communities. Homicide statistics for the last decade confirm the prevalence of sharp instruments as the primary weapon used, while only 18% of those accused of murder in 2005-2006, and whose sobriety was known at the time of the crime, were not under the influence of alcohol or drugs.

The Scottish drinking culture of heavy binge drinking in peer-groups is far removed from the more moderate, family-orientated drinking habits typical of southern Europe. The imminent introduction of new licensing legislation in 2008 offers some means of improving the way that all licensed premises are operated, though increasing the total licensed hours may well lead to higher levels of alcohol consumption. Licensing Boards, police forces and other stakeholders that inform them, would do well to begin preparing for these changes now. One useful exercise for Boards would be to consider imposing formalised definitions of 'over-provision' and establishing methods for identifying localities where the number of licensed premises has reached or is approaching that saturation level. Indeed the new Scottish Government may wish to consider whether it is fair to expect Licensing Boards, consisting of elected politicians naturally and understandably keen to promote local inward investment and increased leisure opportunities for their constituents, to take an objective view of harm reduction into account in their decisions.

In our view, other recent legislative changes relating to knife crime, sentencing and bail will also play an important part in tackling these types of offence. But legislation alone cannot change cultures. Alcohol-related crime can only be tackled by a concerted effort from all relevant public services.

An equally unacceptable aspect of the profile of violence in Scotland is its high incidence of domestic abuse. The fact that domestic abuse victims are increasingly confident that the service is willing and able to deal effectively with such incidents is reflected in the rising numbers reported to the police each year. However, there is some reason to believe that recording practices may yet vary across Scotland, and that good practice in the form of effective interventions being developed in some parts of the country is not being spread quickly to other parts. We intend to look at practices in dealing with domestic abuse in a thematic inspection within the next few months. In the meantime, we urge the police service in Scotland to continue to work with multi-agency partnerships and to participate in other partnership activities such as the domestic abuse court pilot in Glasgow because these kinds of joint initiatives, we believe, have the potential to provide sustainable solutions.

Still on the theme of partners, we would like to acknowledge Scottish Law Officers' efforts to tackle the complex and difficult issues involved in investigating and prosecuting rape and other serious sexual offences. A lack of understanding about the diverse social and legal factors that have historically resulted in low conviction rates for such crimes, allied with compassion for the plight of victims, has led to increased concern being expressed by the public and in the media. It is our belief that the Crown Office and Procurator Fiscal Service (COPFS) review has gone a considerable way towards addressing these concerns, and will form a sound basis for delivering a better service to victims. Police forces have a big role to play in dealing with the victims of these crimes. That said, emphasis on all-out investigation as the overriding priority in the hours immediately following an attack may not necessarily be appropriate. Rather, balancing investigative and prosecution needs with the wellbeing and care of victims is perfectly possible provided everyone concerned approaches the task intelligently and sensitively.



Much work has been and is being done to reduce the incidence and impact of violence. In spite of this, recorded crime rates are still too high. We believe that constructive lessons must be learned by examining and evaluating the impact of past and current initiatives. We further believe that the current focus on partnership working has the potential to reduce levels of violence significantly in the longer term. For these reasons we would encourage the police service in Scotland to adopt a more strategic approach that includes extending partnership working, where possible, to all activities in this area.

For more information about the Violence Reduction Unit, please visit:

<http://www.actiononviolence.co.uk>



TERRORISM AND EXTREMISM

Responding to the threat of terrorism was already one of the very highest priorities of the Scottish police service, before the reality of that threat became apparent through events at Glasgow Airport this year. International terrorism, in particular, poses a considerable threat to Scotland and the UK as a whole. Preventative work in this area has until now largely remained out of the public view, but is a matter which all public services and the communities they serve need to engage with. We too had already previously decided to make the operational outcomes of police efforts to prevent terrorism the subject of one of our thematic inspections this year.

A popular view of counter-terrorism activities is of dedicated personnel working separately in their respective specialist fields. As we are keen to stress, though, local police officers also have an important part to play. Community police officers in particular have a crucial role in gathering intelligence, particularly that concerning extremist groups who have been shown in the past to be key to the radicalisation of known terrorists.

But it is not just international terrorism that is of concern. The re-introduction of power-sharing in Northern Ireland and the Ulster Volunteer Force's renunciation of violence have seen a concomitant reduction in levels of associated violence. Nevertheless, the threat from dissident Republican groups remains and fund-raising for Loyalist causes still goes on, both of whom continue to enjoy residual support in Scotland.

Another potential threat is domestic extremism. Scotland has a long tradition of non-violent protest against, for example, the Clyde submarine base and RNAD Coulport. We would venture to distinguish between the occasions when protesters' actions amount to civil disobedience, and which is dealt with through law enforcement when laws are broken, and the type of harmful violence to people and property which amounts to terrorism that is advocated and practiced by, for instance, some animal rights extremists.

Scotland is no less likely than other parts of the world today to be a base for terrorist or extremist activity. Such acts are often the culmination of months and, on some occasions years, of planning and preparation. It is therefore imperative, we stress again, that Scottish forces are aware of the important role to be played by local community police officers, and public vigilance is essential if we are to combat such threats.

If you have any information that you think could be relevant, please visit the following website: <https://www.mi5.gov.uk/output/Page18.html>

COMMUNITY PLANNING


Community planning brings together public sector organisations, local communities and the business and voluntary sectors to identify and solve local problems. Since 2003 the Local Government in Scotland Act has placed a statutory duty on key public bodies, including the police, to participate in the community planning process. The result has been a greater emphasis on joined-up working to bring about a more integrated approach to delivering services. Community planning is considered a central tenet of the public sector reform agenda and has the potential to create synergies across the spectrum of public services. At the same time, participating bodies have recognised the need to involve communities in the decision-making stages of community planning, given that it is they who will be affected by any subsequent change to services.

Over the course of last year's inspections we were pleased to observe forces' active commitment to community planning. This was not unexpected, given the strong partnership working ethos that has permeated the service for some time. Nevertheless, as a 2006 Audit Scotland report highlights, some difficulties persist. These are due in part to geographical boundary differences between public sector bodies, fragmented funding arrangements, complex partnership

relationships and under-developed planning and performance management systems. There is good evidence, however, of the police service in Scotland trying to work round these obstacles. For example, both Strathclyde and Lothian & Borders Police have realigned their policing boundaries so that divisional arrangements in Glasgow and Edinburgh are coterminous with local community planning partnership structures. We strongly support ACPOS' belief that community planning may well hold the key to better delivery of all local services, including the majority of policing activity. The challenge will be to find a means of ensuring that the governance and accountability of policing, currently shared in six of the eight forces at a level higher than that at which community planning is practiced, is appropriately reflected in developing partnerships at that level.

Given the volume of anti-social behaviour in certain Scottish communities, and the local and national political prominence that it has received in recent years, there is little wonder that anti-social behaviour is a high profile issue for the police in the community planning arena. That said, we are encouraged to note that anti-social behaviour or disorder is no longer considered a problem for the police alone to tackle. Instead, the community planning process has prompted a change of culture to one that views disorder as a





multi-agency matter requiring a collaborative response, not just from public services but also from the business and voluntary sectors.

There are examples of this kind of activity throughout Scotland, with police forces involved in groundbreaking schemes that have joint working arrangements at their core. One of the most prominent is the Glasgow City Council-led Crime Prevention Pathfinder scheme. Part of the council's Pathfinder reform programme the scheme encourages a holistic approach to tackling crime and anti-social behaviour in the city. Other examples include Dumfries and Galloway Constabulary's approach to youth justice matters, where the latest available figures (up to September 2006), show rates of re-offending within six months of receiving a restorative justice warning, of 5.4%. Another is Fife's Safer Neighbourhoods team, which targets areas requiring longer-term intervention to deal with disorderly behaviour. In addition to these specific projects, we have been encouraged to see local crime reduction strategies centred on collaborative partnerships between public sector partners and other bodies such as transport providers, those involved in the licensing and late night catering industries, and relatively new groups, such as street pastors.

The results of the foregoing schemes suggest that working with partners across organisational boundaries can reduce criminal behaviour and reassure the public. Indeed joint initiatives dealing with problems emanating from the night-time economies of cities and towns, and the daily, ongoing work to make local communities safer, demonstrate how much can be gained by operating in tandem with key stakeholders. We believe that this approach should form the basis for community planning partnerships seeking to resolve the kinds of seemingly intractable, lower level problems experienced by local communities. Such an approach will also, we hope, encourage greater community participation in resolving these matters.

Another group of people who contribute to tackling street safety and order are the 550 or so community wardens currently employed across Scotland. With few enforcement powers, wardens cannot intervene directly to contain unacceptable behaviour, but part of their role is to help the police and other agencies by reporting any incidents of which they become aware. The Scottish Executive research report *Evaluation of the Impact and Implementation of Community Wardens* (March, 2007) recently raised some questions around their deployment and impact, its findings revealing little consistency across Scotland in how wardens are used. We nevertheless appreciate that the development of good practice in this area is still in its infancy. Furthermore, we offer the view that the use of community wardens employed by local authorities appears to provide Scotland with a proper balance of responsibility for what might be described as neighbourhood problems. The different approach south of the Border, where Police Community Support Officers are employed and directed by police forces, may put too much emphasis on the police as the only organisation interested in and responsible for civic behaviour.

Whether the community warden scheme is retained in its current form is of course a policy decision to be reviewed by the Scottish Government prior to the cut-off date for funding in 2008. We believe that councils who are actively exploring or implementing ways of continuing their warden schemes are certainly making positive and responsible contributions to the shared goal of community safety and crime reduction.

PERFORMANCE MANAGEMENT

The Local Government in Scotland Act 2003 also puts an onus on public sector bodies to improve their services continuously. As a consequence, how Scottish forces spend their budgets has come under more scrutiny. With current spending on the police in Scotland now exceeding £1 billion, forces are under greater pressure than before to provide value for money, by both making annual efficiency savings and improving effectiveness by better performance management. However, actually determining what constitutes good performance in a policing context is a complex and difficult task.

For a long time, crime rates have been considered the definitive measure of police effectiveness. In previous HMIC annual reports and in our 2005 thematic on performance management, we have repeatedly warned against relying on recorded crime figures without at least considering the wider environment in which they occur. Economic, geographic and social conditions, and therefore crime profiles, differ not just between the eight Scottish forces but also internally across the wide range of communities that each force serves.

In our 2005 thematic inspection report *Managing Performance* we recommended a fundamental review of how policing performance measures are identified. In response, members of the Association of Chief Police Officers in Scotland (ACPOS), Audit Scotland, HMIC, the Scottish Executive, the eight Scottish forces and the Scottish Police Authorities Convenors Forum have created the Scottish Policing Performance Framework (SPPF). The Framework is a national model for measuring and reporting performance

information. Its first iteration, containing high-level objectives and associated performance indicators, was published in April 2007. It is divided into four key areas – **service response, public reassurance and community safety, criminal justice and tackling crime, and sound governance and efficiency** – covering the wide scope of policing activity in Scotland. Regularly published reports on performance against the Framework measures should further improve local and national accountability.

Next year our annual report will contain the first annual publication of police performance and other environmental information in Scotland using the Framework. In some cases the statistical data behind the indicators will not previously have been recorded, and thus our ability to identify trends over time will initially be limited. We will, of course, seek the advice of forces when compiling the important contextual commentary for the report. Nor should this development be interpreted as a move towards police force league tables. Rather it is an aid to understanding the performance of individual forces in the wider, national context and in the differing environments in which they operate.

As implied above, work continues to develop the Framework. The intention is to add other measures in the years to come, particularly where some commonality or consensus already exists at the local level. We are pleased to see that the national control strategy, as an intelligence-driven identification of Scotland's policing priorities, will be used to help shape relevant future indicators.



Another potential aid to identifying and particularly implementing measures will be the national IT performance management platform. In parallel with the developing Framework, ACPOS' Performance Management business area has been working on a project to provide a common performance management system. We believe that by making information readily accessible to all levels of the service and its main stakeholders, the IT platform will prove to be the necessary catalyst for achieving tangible performance improvements. The initial set-up phase will concentrate on capturing performance data at force or divisional level. It is anticipated that in time the system will also include data on performance down to team and indeed individual level. When fully functioning, the IT platform will therefore give police managers the information necessary to drive continuous improvement from the street level up, while allowing greater public scrutiny down from the national to the local community level.

In our view, both developments have the potential to raise performance significantly across the service. Key to the success of the Framework will be establishing a flexible process for adding or removing measures as and when appropriate. This should be clearly understood, allow sufficient time for changes to be made and cause minimum disruption.

Further information on the Scottish Policing Performance Framework can be found by following this link: www.scotland.gov.uk/Publications/2007/03/16162825/0

CAPABILITY AND CAPACITY

As the section above demonstrates, the police service in Scotland is committed to continuous improvement. This includes both better services and greater efficiency. Over the last two years the service has generated significant efficiency savings over a wide range of activities and functions.

In seeking to build on these achievements, the police service and its stakeholders have recognised a challenge emerging from 21st century requirements and public expectations. And that is, that the kind of advanced technologies and expertise required to address old and new policing problems – from difficult murder investigations to armed criminals – are not always available or regularly enough used across all parts of the country to provide consistency. So while specialist resources needed to deal with serious crimes or serious threats of harm to the public are certainly available in Scotland, they are not always in the right place at the right time. In a country of Scotland's geographical pattern and population it is unrealistic to expect each of its eight forces, or even groups of forces, to maintain a permanent capability in what are critically important but essentially minority activities.

As one of the first steps in addressing this situation, ACPOS agreed in 2005 to analyse and assess the capacity of the Scottish police service across an initial selection of its 'protective services', including tackling serious and organised crime, investigating major crimes, counter-terrorism, dealing with armed criminals and preserving public order.

The review, led by designated chief officers and aided by relevant specialists from the various work-streams, resulted in a gap analysis being carried out to assess required operational capacity against future risk. Arising from this work were a number of recommendations focusing on how best national capacity might be increased and what improvements to collaborative mechanisms, national processes and support structures could be required to maintain the service's strategic

capacity and capability. However, in some work-streams where a less in-depth review methodology was applied, the recommendations were limited to highlighting the need for more detailed examination.

The police service in Scotland is accustomed to applying a collaborative approach to events that are beyond the capability of a single force. In the last 20 years, incidents such as the Lockerbie terrorist bombing, the outbreak of foot and mouth, the fire service strike, the G8 summit and subsequent counter-terrorism operations, have demonstrated that the service is capable of participating in national policing operations. The successful resolution of these events in terms of police involvement is good evidence of the co-operative culture at all levels of Scottish policing. Nevertheless it has to be said that when there is more than one major demand on resources at any one time, the lack of a clear chain of command can make collaboration difficult, though never impossible.

We believe that the capability and capacity review should be seen as an opportunity to shape the best way, rather than the most acceptable way internally, to deliver certain key policing services in Scotland well into the next decade. In seeking to resolve these important matters, ACPOS has confirmed its commitment to continuing this programme of work, demonstrating that this remains an essential element of the service's desire and willingness to respond to the change agenda. We too will endeavour to play our part, by promoting solutions that maximise value for money and public confidence, but most importantly, which provide the most effective possible policing for everyone in Scotland regardless of where they live.

04

HMIC IN 2007-2008

Over the past decade the face of the Scottish police service has changed dramatically. It is to the Service's credit, that it nevertheless remains public-facing and committed to the principles of local policing.

As HMIC we believe that we have shown ourselves both capable and willing to adapt to this changing environment, and we are proud of our reputation as one of the key drivers of the change agenda for the Scottish police service. This chapter considers how we intend to assist and support the Scottish forces and its key support agencies in the forthcoming year.

INTRODUCTION

Following the appointment of Mr Paddy Tomkins as HM Chief Inspector of Constabulary on 29 March 2007, we began a review of our inspection arrangements. This built on what had already been begun by our previous Chief Inspector, Mr Andrew Brown. Our purpose in doing so was to assess whether our methodology was still capable of meeting our stakeholders' needs. The exercise was also influenced by the review of scrutiny of public services in Scotland, led by Professor Lorne Crerar, underway at the time. The findings are likely to have a marked impact on the way that all inspection agencies operate in the future.

ENHANCING SELF ASSESSMENT

Over the years the complexity of inspection processes, not just for the police service but also within other Scottish public bodies, has grown. With this has come some criticism that our inspection methodology imposes unnecessarily heavy workloads on the service. It has also been argued that rather than HMIC reviewing activity every 18 months or so, forces and agencies should carry out their own, continuous self-assessment. Under this proposal, our role would be to measure the outcomes of such processes against an agreed compliance inspection regime. Such a change would help to streamline our work, creating the capacity for us to aid improvement across all forces and services at the same time, and react more quickly to emerging risks, challenges and opportunities. A self-assessment approach could also reduce the bureaucratic burden on forces and help police boards and authorities to meet their legal obligations to secure Best Value.


In considering options for a model that could be implemented in all forces in Scotland and the SPSA, we examined a number of systems currently in use and/or being developed. We also looked at what forces and services themselves already had in place. We found that while some were already using European Foundation for Quality Management (EFQM) self-assessment models, others had incorporated very little in the way of structured self-assessment into their business planning cycles.



After careful consideration we have opted to introduce a self-assessment model based on that promoted by the European Foundation for Quality Management, adapted for the police service and accredited by Quality Scotland. This is likely to be an interim measure, as we hope eventually to move to the Public Service Improvement Framework (PSIF) model, once the service has become more familiar with self-assessment and the PSIF model has matured. The PSIF incorporates self-assessment techniques aligned with EFQM and other frameworks such as the Investors in People Standard and Charter Mark. A common overarching framework that integrates other, currently separate assessment structures, can potentially further reduce duplication of effort and promote greater efficiency.

POLICING STANDARDS, PRIORITIES AND PERFORMANCE

For a national self-assessment process to be credible and therefore effective, it is necessary to identify the national and local standards and priorities against which performance should be measured. To this end, we have just completed an initial review of existing standards, covering the range of core public-facing policing activities from initial public access to the service to compiling crime reports for the procurator fiscal. Documentation from ACPOS, the Scottish



Government, the Crown Office and Procurator Fiscal service and other national bodies, as well as that relating to local service priorities at force level, were considered. We also took account of the Scottish Control Strategy, the Scottish Policing Performance Framework and the performance indicators published by Audit Scotland. As a result, we have now assembled a considerable number of manuals, guidance documents, memoranda of understanding and policies containing defined standards or from which standards might be inferred.

A major issue up until now has been a lack of co-ordination and cross-referencing of existing standards. As part of this exercise we have therefore endeavoured to link each standard to the relevant core area(s) of policing and/or underpinning process(es) (e.g. diversity, professional ethics and so on). The result is a 'standards index' that gives a more coherent picture of what core areas of policing are already covered by standards and where there are gaps or overlaps.

Updating and maintaining the index will be a continuous process, as work will be necessary to fill identified gaps and incorporate new developments. We hope that ACPOS, as both the main architects of the standards and the leaders of the service, will take responsibility for this given the inevitable attendant benefits of having a current and accurate index. As well as providing a one-stop source of reference guidance, the index means that forces and their stakeholders, especially police boards/authorities and Scottish Ministers, will be better able to assess performance and delivery against accessible and consistent standards.

ENHANCED THEMATIC INSPECTION

Over the past ten years, we have published 22 thematic inspection reports, three of which were joint inspections with other scrutiny bodies. Feedback from stakeholders suggests that these thematic inspections are of particular value and provide significant momentum for change within specific areas of the service. We believe that a greater concentration on thematic inspections would allow us to be more flexible in adapting to changing need, and to benchmark practice across all forces and services rather than focusing on each force separately and at different times to a set timetable.

Our intention is therefore to increase the number of thematic inspections that we carry out. In order to do so we will now generally be conducting shorter, more focused pieces of work. Between May and July 2007 we consulted extensively with stakeholders on proposed topics for inspection and carried out a systematic assessment using the following agreed criteria: risk, relevance, room for improvement, lack of existing information/knowledge, and impact. This resulted in a list of inspection topics, some of which have to be finalised after further consultation with stakeholders, which we have called our thematic inspection prospectus and have presented in the table below. The programme is an ambitious one which will see us increase from an average in the last few years of one-and-a-half to two thematic inspections per year to around ten per year. (Please note that the first four thematic inspections, plus two further joint thematic inspections, were selected or agreed by us prior to full consultation with stakeholders.)

TABLE D – HMIC THEMATIC PROSPECTUS

1) INSPECTIONS AGREED PRIOR TO FULL CONSULTATION

Subject	Police engagement in the 'prevent' aspect of the multi-agency effort to counter international terrorism in the UK
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Timescale	<i>To report winter 2007-2008</i>
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Additional information	<i>Related to work already completed on behalf of the Scottish Government on the multi-agency aspect of this work in Scotland.</i>
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Subject	Feedback information to individual members of the public who contact the police service in relation to high-volume incidents and/or crimes
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Timescale	<i>To report winter 2007-2008</i>
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Additional information	<i>Long identified by public surveys, and recognised within the service, as a challenge.</i>
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Subject	Promotion selection and career development
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Timescale	<i>To report winter 2007-2008</i>
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Additional information	<i>Identified by previous force inspections as problematic in terms of transparency and national consistency.</i>
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Subject	The Scottish crime recording standard
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Timescale	<i>To report winter 2007-2008</i>
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Additional information	<i>HMIC last conducted a thematic inspection on the SCRS in 2005 (Meeting the Standard). This re-visit is intended to ascertain progress made against the resulting recommendations, and to consider any new issues that have arisen nationally. ACPOS has recently indicated that the value of the Scottish Policing Performance Framework and Information Platform would be undermined by unreliable data.</i>
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Subject	One joint inspection
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	High-risk offenders: arrangements before and after release from custodial sentence and management in the community (with SWIA and HMIP)
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Timescale	<i>To report summer 2008</i>
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Additional information	<i>The current Cabinet Secretary for Justice has affirmed his desire that this should go ahead.</i>
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2) INSPECTIONS AGREED AFTER FULL CONSULTATION FOR 1.7.07 TO 31.12.08
(ALL DATES ARE ESTIMATES AND SUBJECT TO ADJUSTMENT)

Subject	Police response to repeat victimisation in domestic abuse
Suggested by	HMIC, and supported by ACPOS, SPF
Timescale	<i>To report winter 2007-2008</i>
Additional information	<i>HMIC last conducted a thematic inspection on domestic abuse in 1997 (Hitting Home). The accurate recording of domestic abuse has arisen as an issue in more recent inspection and violent crime remains a priority from the Scottish Strategic Assessment.</i>

Subject	Care of arrested/detained juveniles
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>To report winter 2007-2008</i>
Additional information	<i>HMIC and PCCS are aware of individual cases of concern and the provision of sufficient secure places of safety apparently remains problematic.</i>

Subject	Local joint enforcement activity and community participation
Suggested by	HMIC, and supported by Scottish Police Federation (SPF) when included on original list as 'liaison with community wardens'
Timescale	<i>To report spring 2008</i>
Additional information	<i>Aims to focus on police interaction with community wardens and other similar local officials seeking to promote order and deter offending.</i>

Subject	Police impact on road casualty reduction (subject to consultation with Audit Scotland)
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>To report spring 2008</i>
Additional information	<i>ACPOS reports that the positive trend in road casualty reduction is faltering slightly in some areas. This inspection will largely be conducted as a paper review.</i>

Subject	Investigation of rape (subject to consultation with Lord Advocate)
Suggested by	HMIC, and supported by ACPOS, SPF
Timescale	<i>to be decided</i>
Additional information	<i>Lord Advocate's guidelines to police, following a review published in 2006, are likely to be finalised later in 2007.</i>



Subject	Investigation of serious fraud (subject to consultation with Lord Advocate)
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>To report winter 2007-2008</i>
Additional information	<i>HMIC believes that capacity and capability may be problematic for some forces.</i>
Subject	Asset recovery (subject to consultation with Lord Advocate)
Suggested by	Director General of SCDEA, and supported by ACPOS
Timescale	<i>to be decided</i>
Additional information	<i>ACPOS suggested that this could be done in conjunction with the serious fraud inspection but, since much of the asset confiscation relates to drug trafficking rather than fraud, we have kept them separate.</i>
Subject	Custody facilities
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>To report winter 2007-2008</i>
Additional information	<i>Previous inspections have indicated that facilities may vary quite widely across Scotland. It is intended to limit the inspection to physical facilities.</i>
Subject	Productivity of police officers
Suggested by	Chief Constable John Vine, and supported by HMIC. (This was a response to HMIC's request for suggestions and was therefore submitted subsequent to circulation of the original list.)
Timescale	<i>To report winter 2007-2008</i>
Additional information	<i>The aim will be to identify measures which give indications of individual performance in order to assist the development of the Scottish Policing Performance Framework and the Information Platform.</i>
Subject	Force-level public consultation for strategic planning and quality assurance of service delivery
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>to be decided</i>
Additional information	<i>Some information has already been collected as part of our consideration of how the Service gauges public views about policing across Scotland.</i>



Subject	Police use of firearms
Suggested by	ACC Learmonth on behalf of ACPOS Council, and supported by HMIC (This was a response to HMIC's request for suggestions and was therefore submitted subsequent to the original list.)
Timescale	<i>To report summer 2008 (ACC Learmonth requested that an inspection take place in the year 2008-09.)</i>
Additional information	<i>We highlighted, in four separate reports, difficulties in forces and the SCDEA in providing sufficient specialist expertise for 24/7 cover and feel that, as well as national capacity, this inspection should cover police firearms equipment, training and facilities.</i>

3) UNDER CONSIDERATION FOR BEYOND DECEMBER 2008

Subject	People trafficking (subject to consultation with Lord Advocate)
Suggested by	HMIC, and supported by ACPOS
Timescale	<i>to be decided</i>
Additional information	<i>ACPOS reports that this is a relevant and a growing problem due to European demographic change and that it is difficult to measure the extent of the problem.</i>

Subject	Health and safety risk assessment
Suggested by	Scottish Police Federation, and supported by HMIC. (This was a response to HMIC's request for suggestions and was therefore submitted subsequent to the original list.)
Timescale	<i>to be decided</i>
Additional information	<i>Likely to consist largely of a desk-top review of documentation and timescales, as well as injury/health records.</i>

Subject	Absence management
Suggested by	HMIC, after consideration of ACPOS proposal that Occupational Health be inspected, support by ACPOS
Timescale	<i>to be decided</i>
Additional information	<i>Likely to be a review of policies and results</i>

STATISTICAL INFORMATION APPENDIX 1

In previous years we included relevant statistical tables in the annual report. Following a review of our report format, we have decided not to replicate statistical information that is available elsewhere. Instead we have provided web addresses to guide readers to the range of statistical information that is now available electronically.

1. STATISTICS ON CRIMES AND OFFENCES RECORDED AND CLEARED UP BY THE EIGHT SCOTTISH POLICE FORCES IN 2006-2007

The Scottish Government Justice and Communities, Analytical Services Division, collates and publishes statistics on crimes and offences recorded and cleared up by the eight Scottish police forces. The statistics for the year 2006-2007 are now available and can be accessed at the following web address:

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/PubRecordedCrime>

While the information contained within the annual Statistical Bulletin is wide-ranging, greater in-depth analysis of the crime and offence figures is possible and any enquiries should be directed to:

Anne Reilly
Scottish Government Justice and Communities
Analytical Services Division
1 WR St Andrew's House
EDINBURGH EH1 3DG

Telephone: (0131) 244 2635;
 Fax (0131) 244 2109

e-mail: anne.reilly@scotland.gsi.gov.uk

2. HMIC SCOTTISH POLICE SERVICE STATISTICS FROM 2006-2007 DETAILING INFORMATION ON STAFFING, COMPLAINTS, COMMUNITY INFORMATION, DRUGS, FIREARMS AND 999 CALLS

Each year we collate a large amount of statistical information from the eight Scottish forces through our Annual Statistical Returns. We make this data available on-line and interested readers can follow this link to the relevant web page: www.scotland.gov.uk/Topics/Justice/Police/15403/Statistical

Alternatively, the information can be accessed directly through the following hyperlinks:

Absence Data – PDF Format

Complaints Data – PDF Format

Community Data – PDF Format

Drugs Data – PDF Format

Total Staff – PDF Format

Wastage Data – PDF Format

Police Officer Recruitment – PDF Format

999 Calls – PDF Format



3. STATISTICAL INFORMATION REPORTED BY THE SCOTTISH FORCES

Each year the eight Scottish forces publish a comprehensive breakdown of how they have performed over the year ending 31 March. This information is freely available to the public and can be accessed at the relevant force web pages:

Central Scotland police link:

http://www.centralscotland.police.uk/about/exec/docs/csp_annualreport_0607.pdf

Dumfries and Galloway police link:

http://www.dumfriesandgalloway.police.uk/foi/class_cat/ppr/06_07/intro.htm

Fife Constabulary link (2005/06):

<http://www.fife.police.uk/Default.aspx?page=1753>

Grampian Police link:

<http://www.grampian.police.uk/Publications.aspx?id=133&pid=30;31;5;133>

Lothian and Borders link:

<http://www.lbp.police.uk/freedom-of-information/publications/publicperf07.pdf>

Northern Constabulary link (2005/06):

<http://www.northern.police.uk/publications.html>

Strathclyde Police link:

<http://www.strathclyde.police.uk/index.asp?locID=14&docID=-1>

Tayside Police link:

<http://www.tayside.police.uk/forcepub/annualreport2006-2007.pdf>

4. STATEMENT OF POLICE GRANT EARNING EXPENDITURE AND INCOME FOR FINANCIAL YEAR ENDED 31 MARCH 2007

The Scottish Government Police and Community Safety Directorate, collates financial information relating to police grant earning expenditure and income for the Scottish police service. While the information for the year 2006-07 is not available currently on the intranet, any enquiries should be directed to:

Ann Tocher

Scottish Government Police and Community Safety Directorate

St Andrew's House

EDINBURGH EH1 3DG

Telephone: (0131) 244 2148;

Fax: (0131) 244 2666

e-mail: ann.tocher@scotland.gsi.gov.uk

AWARDS AND COMMENDATIONS

APPENDIX 2

Members of the police service work daily for the greater good of their communities. The honours and awards conferred each year on police officers, support staff and special constabulary, once again recognise the widespread commitment to provide the public in Scotland with the very best police service possible.

In 2006-2007, honours conferred by Her Majesty were as follows:

BIRTHDAY HONOURS 2006

QPM – **Ian James Latimer** – Chief Constable, Northern Constabulary

QPM – **Patrick Lindsay Tomkins** – lately, Chief Constable, Lothian and Borders Police, now HM Chief Inspector of Constabulary

NEW YEAR HONOURS 2007

QPM – **Malcolm Rae Dickson** – Her Majesty's Assistant Inspector of Constabulary

QPM – **David Mulhern** – Chief Executive of the Scottish Police Services Authority

QPM – **Patrick John Shearer** – lately, Deputy Chief Constable, Grampian Police, now Chief Constable Dumfries and Galloway Constabulary

In the course of their duties police staff are often required to take actions which go beyond the routine or expected response. The following awards and commendations were made in the Scottish forces in 2006-2007:

	CHIEF CONSTABLE'S COMMENDATION	ROYAL HUMANE SOCIETY AWARD	SOCIETY FOR PROTECTION OF LIFE FROM FIRE AWARD	JOINT POLICE BOARD AWARDS OR SIMILAR	FIRST MINISTER'S AWARD – OPERATION BRACKNELL
CENTRAL SCOTLAND POLICE	9			10	
DUMFRIES AND GALLOWAY CONSTABULARY	14				
FIFE CONSTABULARY	11	1			1
GRAMPIAN POLICE	2				
LOTHIAN & BORDERS POLICE	25	6	2	13	17
NORTHERN CONSTABULARY		3			
STRATHCLYDE POLICE	8	1	5	7	
TAYSIDE POLICE	9	6			

OTHER AWARDS AND RECOGNITION

Every year, members of the public assist the police in ways that go beyond what might reasonably be expected from good citizens. Chief constables formally recognise such actions locally, while each year the First Minister holds a Heroes Reception at Edinburgh Castle at which individuals are publicly thanked for their assistance. Seventy such heroes were honoured in 2006-2007.

For a full account of the Heroes Awards held on 2 October 2006 please view the following link:
www.scotland.gov.uk/News/Releases/2006/10/02092004

The importance of these tributes to police and public alike should not be under-estimated. Civic recognition and peer congratulation are important stimulants to citizenship and public service. These efforts merit substantial publicity. However, statistics alone cannot convey the depth and scale of the commitment and bravery exhibited by so many individuals, as the following brief summary of a real incident that earned the officer involved a well deserved award show:

Royal Humane Society Testimonial on Parchment to Police Constable Ian Robertson

During the early hours of Saturday 31 July 2005, Constable Ian Robertson was on duty in Perth city centre when he responded to a report that a suicidal woman was threatening to jump from the railway bridge into the River Tay.

While other officers checked the bridge, Constable Robertson and a colleague made their way on foot along Tay Street. They found a pair of shoes and items of clothing on a slipway. A frantic woman who was standing on the slipway told Constable Robertson that her friend was in the water and wanted to die. Constable Robertson saw another female in the river some ten metres from the water's edge. She shouted that she did not want to live. Constable Robertson tried to reason with her but she was carried by the current under the arch of the railway bridge.



Chief Constable John Vine with Constable Robertson and Councillor Colin Young

In the absence of any lifebelts, Constable Robertson discarded items of his uniform and entered the water. He could not see the woman in the darkness but heard her screams and then saw her being carried away from the riverbank.

Constable Robertson swam about twenty metres to reach the woman who was screaming that she was out of her depth and would drown. He then held her head above the water and pulled her back to the slipway.

Constable Robertson acted without fear for his own safety in order to save the woman's life. In recognition of his brave and selfless actions, he has been awarded a Testimonial on Parchment by the Committee of the Royal Humane Society.



GLOSSARY

APPENDIX 3

ACPOS	Association of Chief Police Officers in Scotland
AIC	Assistant Inspector of Constabulary
COPFS	Crown Office and Procurator Fiscal Service
EFQM	European Foundation for Quality Management
HMCIC	Her Majesty's Chief Inspector of Constabulary
HMIC	Her Majesty's Inspectorate of Constabulary
HMIE	Her Majesty's Inspector of Education
ICT	Information and Communications Technology
IPS	Inspectorate of Prosecution Services
NIM	National Intelligence Model
PCCS	Police Complaints Commissioner for Scotland
PNC	Police National Computer
QPM	Queen's Police Medal
SCDEA	Scottish Crime and Drug Enforcement Agency
SCRO	Scottish Criminal Record Office
SCRS	Scottish Crime Recording Standard
SDEA	Scottish Drug Enforcement Agency
SPC	Scottish Police College
SPF	Scottish Police Federation
SPIS	Scottish Police Information Strategy
SPPF	Scottish Policing Performance Framework
SPS	Scottish Prison Service
SPSA	Scottish Police Services Authority
SWIA	Social Work Inspection Agency
VRU	Violence Reduction Unit



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RR Donnelley B53553 12/07

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ISBN 978-0-7559-5571-8

