



HMICS

HM INSPECTORATE OF
CONSTABULARY FOR SCOTLAND

Annual Report (2007-08)
Her Majesty's Chief Inspector of
Constabulary for Scotland

Laid before the Scottish Parliament
by Scottish Ministers
December 2008

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Her Majesty's Inspectorate of Constabulary for Scotland, Edinburgh 2008

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 2007-08.

Paddy Tomkins QPM, BA (Hons), RCDS

Her Majesty's Chief Inspector of Constabulary for Scotland

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Foreword

This is my second annual report as Her Majesty's Chief Inspector of Constabulary (HMCIC) for Scotland, having been appointed to that position on 29 March 2007. In it I comment on the state and efficiency of policing in Scotland, as well as on the work of the Inspectorate, for the period April 2007 to March 2008.

This year has been a significant one, both for HM Inspectorate of Constabulary for Scotland (HMICS) and for the police service in Scotland. Internally, we have made fundamental changes to our inspection regime, moving to a self-assessment model supported by shorter, sharper thematic inspections. The reasons behind these changes and some of our early work and results are discussed in Chapter 2. Externally we have seen a new political environment, an inquiry by the Justice Committee of the Scottish Parliament into the management and deployment of police officers and its subsequent report *Inquiry into the Effective Use of Police Resources*¹, the first year of operation of the Scottish Police Services Authority (SPSA) and the significant challenges of responding to two separate terrorist incidents.

Alongside this report I am publishing the first annual report of the Scottish Policing Performance Framework (SPPF). The SPPF is a collaborative development between key stakeholders in the service, who collectively have achieved a great deal in making this happen. For the first time we can now examine performance at a national level across a wide range of common performance indicators. The accompanying report reflects my observations on the performance of forces as measured by the framework. I believe this first year represents a good start but it is clear that there is further work to be done in improving the way data are gathered by forces and in aligning the framework with the objectives and measures contained within the new single outcome agreements for local authorities. The implications of these changes and challenges are discussed more fully in Chapter 3.

Last year I wrote that in most areas the police service in Scotland was 'the best that it has ever been'. I maintain this view, but have been disappointed to find that a few have taken this to mean that further change is unnecessary. On the contrary, I believe that there is always room for improvement. Achieving excellence in any profession is a continuing endeavour not a winning line to be crossed.

During 2008 the Inspectorate commemorated its 150th anniversary. Looking back over my predecessors' annual reports since 1859, it is clear that the challenges I have highlighted this year are not entirely new or even recent phenomena. In fact some have been recurrent over decades. While in many instances progress has and is being made, in some areas the pace of change could be more rapid.

For example, there are very few service organisations whether public, private or voluntary, which do not tell service users what they can expect in the way of nationally or locally agreed, user-focused standards. The same ought to be true of the police service in Scotland but it is not yet the case. I further believe that the way in which police services are provided should be inspected against these same standards. In the past year, this has been possible in some thematic inspections where clear

¹ Scottish Parliament (2008), *Justice Committee Report on Inquiry into the Effective Use of Police Resources*.
<http://www.scottish.parliament.uk/s3/committees/justice/reports-08/juro8-04-01.htm>



standards already exist, although I note that these are often neither identified as such nor easily accessible to the public or even to some within the profession. However, the progress in this matter to date has been made with less swiftness than I judge appropriate and I will be particularly interested in monitoring developments in the coming year.

Following a recommendation made by the Scottish Parliament's Justice Committee, and at the direction of the Cabinet Secretary for Justice, I have been asked to undertake an independent review of policing. This will involve re-examining the roles and responsibilities of policing services in Scotland and making recommendations for the organisation, governance and accountability that can best support these. I am delighted that the opportunity to conduct a fundamental review of the way in which policing is delivered has arisen, and I look forward to working closely with the service and all stakeholders to achieve this.

The men and women who comprise Scotland's police service have met with skill, selflessness and, not infrequently, great courage, operational challenges that could not have been envisaged at the inception of a recognisably modern police service some 200 years ago. Indeed some of the local, national and global problems with which the present day service now contends would not have been foreseeable even at the last major restructuring of the police service over 30 years ago. Despite new demands and risks arising from a rapidly changing world I am confident that, while the institutions and organisation of policing will necessarily evolve, the professionalism and vocation of police officers in every discipline – increasingly supported by committed police staff colleagues – will overcome any test to deliver the excellence in policing that all communities who live, work in or visit Scotland rightly expect and deserve.

Paddy Tomkins QPM, BA(Hons), RCDS

Her Majesty's Chief Inspector of Constabulary for Scotland



Chapter one

The role and functions of HM Inspectorate of Constabulary for Scotland

HM Inspectorate of Constabulary for Scotland was established in 1858, charged with reporting on the state and efficiency of the Scottish police forces. Its first annual report was published on 15 March 1859. Since then both the role and functions of the police – and the expectations of the public – have changed markedly. However, the role of the Chief Inspector of Constabulary (HMCIC), together with the Inspectorate's commitment to improving the service provided to the public, remains the same.

Although we describe ourselves as operating independently of police forces, police authorities and the Scottish Government, it is probably more accurate to say that we are neutral. The reasoning behind this is threefold: although not part of Scottish Government, we are funded, and can be directed, by Ministers; 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 and expect them to discuss our recommendations with chief constables.

Our main responsibilities are:

- To scrutinise Scottish policing.
- To report our findings to Scottish Ministers, the Scottish Parliament and the public.
- To provide professional advice on policing and police issues to the police service, to police authorities and to Scottish Ministers.

We carry out our functions by evaluating the product of police forces' and services' self-assessments, conducting thematic inspections examining key areas of policing and considering the policing response to critical incidents.

We work within four main principles:

1. Independence

We are independent of police forces and services, police authorities and police boards and Scottish Ministers. Furthermore, we aim to carry out our duties with professionalism, integrity and courtesy.

2. Openness and Communication

We conduct and publish² our activities openly, expecting and encouraging similar, appropriate openness from police forces and services.

3. Lay Involvement

To enhance our objectivity and to bring a wider public or external voice into our scrutiny, we consider how to include a lay element in our inspections on a case-by-case basis. Often this will be in the form of an individual who can bring to bear particular experience, expertise or other professional insight.

² Our reports are available online at: <http://www.scotland.gov.uk/Topics/Justice/Police/15403/publications>



4. Continuous Improvement

Through our work we seek to identify, contribute to, and promulgate good practice throughout the service, in addition to highlighting areas of performance that need to be addressed. We also apply this principle internally to our own work practices. For example, we regularly review our inspection process to ensure that what we do remains fit for purpose and adds value to policing.

Our staff³

HMICS comprises a small team of permanent staff in addition to a number of seconded senior police officers and police staff. Research, support and administrative functions are provided by permanent staff who are civil servants employed by the Scottish Government. Our police officers and staff are drawn from a number of UK police forces and bring a wide variety of personal and professional experience to support our work. These seconded members of staff normally serve with us for around two years, thus ensuring that our operational knowledge remains current.

For our thematic inspections we encourage additional police officers and police staff to join us on shorter-term secondments. We benefit from the additional expertise that these individuals bring and their involvement extends awareness of the inspection process in the wider service. This year we extended the practice further by seconding staff with specialist expertise from non-police organisations, for example the Royal Bank of Scotland, to work on very technical or emerging areas. We are grateful for the continuing support of police forces, services and other organisations in this respect.

³ Further information on our staff can be found at: <http://www.scotland.gov.uk/Topics/Justice/Police/15403/2063>



Chapter two

The work of HMICS in 2007-08

A different approach to inspection

Last year, I indicated my intention to review existing inspection arrangements. This has subsequently been informed by *The Crerar Review: The Report of the Independent Review of Regulation, Audit, Inspection and Complaints Handling of Public Services in Scotland*⁴ and the Scottish Government's subsequent response⁵ to the findings of that report. The revised process that we now have in place consists of two main elements. First and in line with Professor Crerar's view that service providers should be able to demonstrate compliance and performance to service users, is the introduction of self-assessment for forces.

Our approach to self-assessment is predicated on the European Foundation of Quality Management (EFQM) business excellence model. Various aspects of the model had previously already been adopted by several Scottish police forces, and in our former inspection process, but not in a consistent way across the country. Working with Quality Scotland and in collaboration with the service, we have now developed a single, bespoke model for the entire service. It has already been piloted in two forces and, following refinement, will be implemented across the service during 2008. Its introduction is being supported by an extensive training programme, funded by the Scottish Police Services Authority (SPSA) and delivered by Quality Scotland.

Through self-assessment we aim to reduce the burden of external scrutiny by placing the onus on police forces and services to identify good practice and areas for improvement. The evidence that these exercises produce should, we believe, assist both forces and their respective authorities/boards in their statutory duty to achieve Best Value. Our role will be to review their findings and to identify themes of individual or collective concern. The results will inform subsequent inspection activity, thereby creating a more proportionate and risk-based approach than was previously possible.

We have also streamlined our inspection activity. By engaging in shorter, more sharply focused thematic inspections of significant aspects of policing we aim to be quicker in identifying areas for improvement, targeting outcome focused areas that will be of benefit to users of the service. At the outset of our thematic inspection programme for the year 2007-08 we consulted widely with stakeholders, including those working in the service, giving them the opportunity to suggest areas that would benefit from rigorous inspection. Each of the identified themes was then evaluated for relevance, risk and impact, so allowing us to prioritise our activity.

In addition to making these two major changes we also re-examined and refined our inspection methods. For example, where traditionally we have only been able to engage directly with a small proportion of force staff, we have begun to make use of an on-line survey tool to reach a wider audience. Using this technique during our inspection of the productivity of police officers, we were able to gather the views of 2,440 police officers and police staff. Although this equates to just 10% of the police workforce in Scotland, it nevertheless provided us with a much broader insight into staff opinion than had previously been possible.

⁴ *The Crerar Review: The Report of the Independent Review of Regulation, Audit, Inspection and Complaints Handling of Public Services in Scotland* (2007), Scottish Government. <http://www.scotland.gov.uk/Resource/Doc/82980/0053065.pdf>

⁵ *Government Response to Crerar Review* (2008), Scottish Government. <http://www.scotland.gov.uk/Topics/Government/PublicServiceReform/IndependentReviewofReg/latest-news/Response-to-Crerar>



A further modification is apparent in the way in which we now publish our reports. In the interests of the environment we no longer automatically print copies for general distribution. Instead we only reproduce reports electronically, making them available on our website. We have also simplified their visual format, no longer including photographs or unnecessary graphics. In this way we have made the reports more readily accessible and significantly reduced both our publication costs and our carbon footprint. Unless there are compelling reasons for not doing so we will continue to apply this policy. This approach notwithstanding, we are keen to ensure that our reports remain accessible to everyone and will provide printed copies on request.

One important element that has not changed is our commitment to collaborative working. The seconded officers and staff who make up a significant proportion of HMICS staff reflect the willingness of forces and police agencies to work closely with us. However, beyond the service we continue to engage in joint inspections where possible, and during the course of the year we worked with a number of partner inspectorates and scrutiny bodies.

Our inspection of serious fraud towards the end of the year under review saw our first secondee from a private sector enterprise, the Royal Bank of Scotland. We benefited greatly from the professional expertise of our temporary colleague, whose involvement also enhanced the lay element of this particular piece of work. Conversely, a member of our team continues to be seconded on a full-time basis to the *Services for Children* joint inspection team led by HM Inspectorate for Education (HMIE).

Members of HMICS are participant observers in the meetings of Association of Chief Police Officers in Scotland (ACPOS) business areas. This mutually beneficial arrangement allows us to monitor developments at first-hand whilst keeping ACPOS updated on our own activities. At times our involvement may extend to more active contributions, as in the development of the Scottish Policing Performance Framework (SPPF) in which we participate together with the Scottish Government, ACPOS, the Scottish Police Conveners' Forum, Convention of Scottish Local Authorities (COSLA) and Audit Scotland.

Inspection activity carried out during 2007-08

During the year we completed and published three thematic inspection reports. The areas that we inspected and reported on were as follows:

Operation Contest: examining police engagement in the 'prevent' aspect of multi-agency efforts to counter international terrorism in the UK. The nature of the subject matter means that the report is considered as being 'Restricted' under the Government Protective Marking Scheme and as such prevents us from openly publishing this report, but we have shared its content with all forces and relevant partner agencies.

Selection for promotion in the Scottish police service⁶: examining how forces and services have applied the Association of Chief Police Officers in Scotland's (ACPOS) *People Strategy*. Launched in August 2003, the Strategy sets out a ten-year modernising agenda for the police service in Scotland, specifically in relation to leadership, people management and development.

⁶ HM Inspectorate of Constabulary for Scotland (2007) Thematic Inspection: *Selection for promotion in the Scottish police service*.
<http://www.scotland.gov.uk/Publications/2007/12/13115024/o>



Scottish Crime Recording Standard⁷: examining the progress made by police forces in applying the Scottish Crime Recording Standard since our last inspection of this area in 2005.

Looking at our findings over the past year, several common themes have emerged. Broadly speaking, areas for improvement tended to centre on inconsistencies in policy, structure and approach, particularly in relation to the following:

- Service standards
- Resource capacity and capability
- Training
- Availability and use of information
- Consultation with service users
- Governance and accountability

We also discovered and highlighted a great deal of good practice, most notably in the areas of efficiency, systems thinking, new technology and new ways of using police resources to maximise benefits for communities.

Finally in this chapter, as part of the transition to our new process, we considered the status of recommendations from previous inspection activities and identified a small number that merited our continued attention. Forces have since been notified of our intention to re-examine their progress in discharging these throughout 2008-09 and 2009-10.

⁷ HM Inspectorate of Constabulary for Scotland (2007) Thematic Inspection: *A review of how the Scottish Crime Recording Standard has developed within the police service in Scotland since 2005*. <http://www.scotland.gov.uk/Publications/2008/02/26133627/o>



Chapter three

The police service in Scotland in 2007-08 and looking ahead

Here we outline some of the significant strategic challenges now confronting the Scottish police service.

Performance management – accountability and continuous improvement

The police service in Scotland, in common with other public sector bodies, must demonstrate that it provides public value. This requires a mutual understanding of what standards of performance should be, and how achievement will be measured. Progress towards this is being made through the formulation of agreed service standards, the Scottish Policing Performance Framework (SPPF) and self-assessment.

The first annual report of the SPPF is published as a companion document to this report. Introduced in April 2007, the framework is a significant step forward in providing a coherent national model for measuring and reporting on performance. It is intended to help managers internally to deliver more effective policing, while externally improving local and national accountability. The publication of robust and comparable performance information will assist the public, police authorities and boards and Scottish Ministers in understanding policing performance.

The framework is divided into four areas covering the breadth of policing activity:

- service response;
- public reassurance & community safety;
- criminal justice & tackling crime;
- sound governance & efficiency.

Work to develop the framework is continuing. For example, it is anticipated that the indicators for 2007-08 will be expanded upon and refined where appropriate. Account will also be taken of forces' local indicators – either individually or, where they are sufficiently common across forces, as potential national indicators.

Police leadership

An excellent police service requires excellent leadership. Re-launched in 2007, the ACPOS People Strategy sets out a vision for modernising leadership, people management and people development. Its strategic goals include becoming a more diverse and inclusive employer, supporting police officers and police staff to fulfil their potential, and integrating leadership development across the service. A key principle is ensuring that leadership talent can be recognised, nurtured and developed, whatever an individual's background and at whatever point in their career.

In an effort to standardise this approach and to ensure that the best leaders hold chief officer positions, Scottish Ministers have determined that the Strategic Command Course (SCC) is now a mandatory qualification for all chief officer appointments. This direction came into effect on 1 January 2008 and allows for common, consistent, transparent standards and processes for appointment to chief officer posts.



Qualification for a place on the SCC is dependent upon successful performance at the Senior Police National Assessment Centre (S-PNAC) process. Historically, aspiring chief officers in Scotland have not been required to take part in this rigorous, UK-wide selection process.

It is anticipated that new SCC graduates will fill existing and future posts across Scotland. Meantime, I note the extensive practice of non-SCC qualified officers holding temporary chief officer positions on an extended basis within a number of forces. I have expressed concerns about the cumulative impact of long-term temporary appointments on the operational effectiveness of Scottish policing, particularly in relation to handling critical incidents. At the end of 2007-08 almost a third of chief officer posts in Scotland are occupied by individuals who, whatever their merits, have not undergone formal, consistent training in strategic command. While we understand that such appointments are being made in the hope and expectation that temporary post-holders will be successful at S-PNAC in the autumn of 2008, we will continue to monitor the situation.

However, we note and commend recent developments, particularly the newly established Senior Careers Development Service (SCDS)⁸ based at the Scottish Police College. Funded by the Scottish Government and directed by the ACPOS people strategy co-ordinator, the SCDS works closely with the National Policing Improvement Agency (NPIA)⁹ and Hay Group¹⁰ to ensure that potential leaders of the service have access to the necessary information, guidance and skills to assist in their development.

We also look forward to seeing how forces respond to the recommendations of our thematic inspection *Selection for promotion in the Scottish police service*⁶ as it is in effective promotion and development practice for junior ranks that our best hope lies for an appropriately skilled cadre of candidates to fill future vacancies at chief officer level.

Police resources, capacity and capability

We live in times where expectations of public focus and accountability are high. Within this context there is the need to ensure that capacity and capability can be achieved across the spectrum of policing demands that the service can expect to face, or require to respond to.

For example the terrorist incidents that occurred in the Central Scotland Police and Strathclyde Police areas last year illustrate the challenge that Scottish forces can face in this respect. Though two quite different incidents, both required a similarly high level of specialist response in dealing with the immediate aftermath and the subsequent investigations. In both instances the investigations ran for some considerable time and in each case the host force required assistance from other UK forces.

Another factor adversely currently affecting police resilience is the peak in the loss of experienced staff – the so-called ‘Edmund Davies’ effect where the significantly higher number of officers recruited during the 1970s and early 1980s are reaching the end of their service. We raised this issue in 2002 in our thematic inspection *Narrowing the gap*¹¹. Work is underway to increase recruitment but it is the loss of experience that presents the greatest challenge. It is essential that forces and services continue to work together to ensure that the level and quality of service is not diminished.

⁸ Senior Careers Development Service <http://www.tulliallan.police.uk/scds/index.html>

⁹ National Policing Improvement Agency <http://www.npia.police.uk/>

¹⁰ Hay Group is a global management consultancy, working with managers and leaders to help them be more effective, and motivate them to perform at their best.

¹¹ HM Inspectorate of Constabulary for Scotland (2002) Thematic Inspection: *Narrowing the gap – Police visibility and public reassurance – Managing public expectation and demand*. <http://www.scotland.gov.uk/Publications/2002/12/15868/14394>



The pressing nature of the situation has led to it being taken up by the Scottish Parliament's Justice Committee, and a subsequent report of their inquiry into the effective use of police resources was published in January of this year. As a result of its findings the Justice Committee recommended a fundamental, independent review of the role and responsibilities of the police highlighting, among other things, a number of areas where improvements could be made in the operation and governance of the police. Subsequently the Cabinet Secretary for Justice asked me to conduct an independent review, which will examine the roles and responsibilities of police services in Scotland with the aim of ensuring:

- that all Scotland's communities have equal access to expert and specialist policing and to the resources necessary to investigate major crime, whenever they need it;
- that the delivery of such policing responsibilities does not divert resources away from visible policing in communities;
- in pursuance of this, identifying policing responsibilities which might more effectively be delivered nationally, regionally, or by collaboration between forces;
- and to make recommendations for the organisation, governance and accountability that best supports the delivery of those policing responsibilities.

We will submit our report to the Cabinet Secretary by the end of December 2008.

Following the creation in 2007 of the Scottish Police Services Authority (SPSA) a number of common support functions are now provided to the eight Scottish police forces. It plays an important role in the effectiveness of modern policing by providing criminal records, forensic services, specialist ICT (from 2008), training – including the Scottish Police College – corporate services and specialist officers and staff for the Scottish Crime and Drug Enforcement Agency (SCDEA). In its first year the SPSA has been subject to much comment and criticism, often without reference to any supporting evidence or statistical data. While it is recognised that implementing significant change can often be a focus of discontent, we support the principles behind the establishment of the SPSA and note that some of the difficulties it is working to address were indeed present when the services it now provides nationally were the responsibility of individual forces. I urge all forces to consider the SPSA a part of, rather than apart from, the police service.

Service Standards

Standards provide a crucial frame of reference for those coming into contact with a service by explaining what users can expect from those providing the service. In addition, the ability of the police service to review itself and to do so against recognised professional standards is central to our new approach to inspection. We therefore consider it essential that the service produce standards for all principal activities and make these publicly available. Doing so will also make it easier for other scrutiny bodies, including police boards and authorities, to assess how well forces are performing. We note that work to determine common standards is being led by ACPOS and we look forward to seeing rapid progress in this area.



Chapter four

HMICS in 2008-09

As we enter the second year of our new inspection regime, we are conscious of the impact of change on the service as a whole. We remain committed to ensuring that the public receives the highest standards of service and the best possible value. Therefore we will continue to implement our new arrangements, developing and refining these where necessary to achieve an optimum balance between the inevitable demands imposed by any form of scrutiny and the benefits that accrue from thorough exploration, reflection and re-focusing of effort. In response to some initial feedback from our stakeholders we intend to make some adjustments to our work plan and to refine some of our methods. This will ensure that we can continue our inspection activity with the minimum of disruption, while maintaining the purpose and integrity of our statutory responsibility. However, we will conduct additional inspection activity as necessary or where directed to do so by Scottish Ministers.

Recommendations and the results of self-assessment

In addition to the as yet unresolved recommendations of previous reports, our recent inspection activity has generated a number of new recommendations. Our revised process requires forces and services to consider how they might best respond to these and frame improvement plans accordingly.

With the support of the Cabinet Secretary for Justice we now also require that police forces and services inform their respective boards/authorities of our recommendations, and that the latter in turn approve the service improvement plans submitted to them. The same procedure applies to the self-assessment process. With the first round of self-assessment activity due to take place during the summer of 2008, we would expect to receive all completed reports and action plans before the end of the year. This will allow us to conduct a validation exercise, identifying service-wide issues for further action and examples of good practice that we will then promulgate. I will be able to report more fully on the impact of this in my next annual report, although I acknowledge that it may take time for self-assessment to become fully established and embedded.

Future thematic inspection activity

During 2008 we will undertake a further series of thematic inspections. A number of these will be carried out jointly with other inspection agencies or scrutiny bodies.

Further information about our current planned activity is outlined in table 1.



Table 1 – HMICS work plan: 1 April 2008 – 31 March 2009

The following table outlines our activity during the coming year. It has been updated to reflect the state of activity at the time of writing.

Our detailed work plan will further develop as the year progresses and the most current version will be available on our website at: <http://www.scotland.gov.uk/Topics/Justice/Police/15403/Prospectus>

Thematic Inspections	
Subject	Custody facilities
Suggested by	HMICS, and supported by ACPOS
Timescale	<i>Report published 8 April 2008, available at http://www.scotland.gov.uk/Publications/2008/03/28152100/o</i>
Subject	Investigation of wildlife crime
Suggested by	Scottish Ministers
Timescale	<i>Report published 16 April 2008, available at http://www.scotland.gov.uk/Publications/2008/04/03143616/o</i>
Subject	Productivity of police officers
Suggested by	Chief Constable of Tayside Police, and supported by HMICS
Timescale	<i>Report published 1 May 2008, available at http://www.scotland.gov.uk/Publications/2008/04/29142805/o</i>
Subject	Investigation of serious fraud
Suggested by	HMICS, and supported by ACPOS
Timescale	<i>Report published 13 May 2008, available at http://www.scotland.gov.uk/Publications/2008/05/09105454/o</i>
Subject	Quality of service and feedback to users of police services in Scotland
Suggested by	HMICS
Timescale	<i>Report published 30 May 2008, available at http://www.scotland.gov.uk/Publications/2008/05/29140329/o</i>
Subject	Care of arrested/detained juveniles
Suggested by	HMICS, and supported by ACPOS
Timescale	<i>Report published 26 June 2008, available at http://www.scotland.gov.uk/Publications/2008/06/24085717/o</i>
Subject	Police response to domestic abuse
Suggested by	HMICS, and supported by ACPOS, SPF
Timescale	<i>Report published 27 August 2008, available at http://www.scotland.gov.uk/Publications/2008/08/21125841/o</i>



Thematic Inspections	
Subject	Medical services for people in police custody
Suggested by	ACPOS, supported by HMICS and the Scottish Government
Timescale	<i>Report published 16 October 2008, available at http://www.scotland.gov.uk/Publications/2008/10/13112955/o</i>
Subject	Police use of firearms
Suggested by	ACPOS, and supported by HMICS
Timescale	<i>To report winter 2008</i>
Subject	Police impact on road safety
Suggested by	HMICS, and supported by ACPOS
Timescale	<i>To report winter 2008-09</i>
Subject	Strategic priority setting in Scottish forces: consulting the public
Suggested by	HMICS, and supported ACPOS
Timescale	<i>To report winter 2008-09</i>
Subject	High-risk offenders: arrangements before and after release from custodial sentence and management in the community
Suggested by	HMICS, SWIA, HMIP and the Scottish Government
Timescale	<i>To report spring 2009</i>
Subject	Asset recovery
Suggested by	Director General, SCDEA, and supported by ACPOS
Timescale	<i>To report spring 2009</i>
Subject	Attendance management
Suggested by	HMICS, and supported by ACPOS
Timescale	<i>To report spring 2009</i>



Appendices

Appendix 1: Statistical Information

In previous years I included a number of statistical tables in my annual report. Following a review of our format, we have decided not to replicate statistical information that is available elsewhere. Instead we provide web addresses to guide readers to where these have been made available electronically.

1. HMICS Scottish police service statistics from 2007-08 on staffing, 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: <http://www.scotland.gov.uk/Topics/Justice/Police/15403/Statistical>

2. Public performance reports of the Scottish forces

Each year the eight Scottish forces publish a comprehensive breakdown of how they have performed over the year ending 31 March. In addition, the Scottish Police Services Authority has produced information on the performance of the services that it provides. This information is available to the public from the relevant force web pages:

Central Scotland Police

http://www.centralscotland.police.uk/about/exec/docs/csp_annualreport_0708.pdf

Dumfries and Galloway Constabulary

http://www.dumfriesandgalloway.police.uk/foi/class_cat/how_doing/quadrant.htm

Fife Constabulary

http://www.fife.police.uk/PDF/ar2007_08.pdf

Grampian Police

<http://www.grampian.police.uk/Publications.aspx?id=56&pid=30;31;5;56>

Lothian and Borders Police

http://www.lbp.police.uk/publications/2008/Annual%20report/annual_report.htm

Northern Constabulary

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

Strathclyde Police

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

Tayside Police

<http://www.tayside.police.uk/forcepub/annualreport2007-2008.pdf>

Scottish Police Services Authority

<http://www.spsa.police.uk/>



3. Statement of police grant earning expenditure and income for financial year ended 31 March 2008

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 2007-2008 is not available currently on the internet, 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

Appendix 2: Awards and Commendations

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

Queens Birthday 2007 awards:

Queens Police Medal (QPM):

John Maither Carnochan, Detective Chief Superintendent, Strathclyde Police

Ian Frances Grant Dickenson, Assistant Chief Constable, Lothian and Borders Police

Commander of the Order of the British Empire (CBE):

John Vine, Chief Constable, Tayside Police

New Year honours awards 2008:

Queens Police Medal (QPM):

John Rodger Corrigan, Assistant Chief Constable, Strathclyde Police

Norma Graham, Deputy Chief Constable, Fife Constabulary

John Deans (Ian) Marshall, Constable, Dumfries & Galloway Police

Order of the British Empire (OBE):

Andrew Keddie, formerly Chair, Scottish Police Conveners' Forum

Commander of the Order of the British Empire (CBE):

Andrew Cameron, Chief Constable, Central Scotland Police



Appendix 3: Glossary

ACPOS	Association of Chief Police Officers in Scotland
CBE	Commander of the Order of the British Empire
COSLA	Convention of Scottish Local Authorities
EFQM	European Foundation for Quality Management
HMCIC	Her Majesty's Chief Inspector of Constabulary for Scotland
HMICS	Her Majesty's Inspectorate of Constabulary for Scotland
HMIE	Her Majesty's Inspectorate of Education
HMIP	Her Majesty's Inspectorate of Prisons
IPS	Inspectorate of Prosecution in Scotland
NPIA	National Policing Improvement Agency
OBE	Order of the British Empire
QPM	Queen's Police Medal
SCC	Strategic Command Course
SCDEA	Scottish Crime and Drug Enforcement Agency
SCDS	Senior Careers Development Service
SCRS	Scottish Crime Recording Standard
SPF	Scottish Police Federation
S-PNAC	Senior Police National Assessment Centre
SPPF	Scottish Policing Performance Framework
SPSA	Scottish Police Services Authority
SWIA	Social Work Inspection Agency