



HM INSPECTORATE OF  
CONSTABULARY FOR SCOTLAND

Annual Report (2008-09)  
*Her Majesty's Inspector of  
Constabulary for Scotland*



To monitor and improve the police service in Scotland

Laid before the Scottish Parliament  
by Scottish Ministers  
November 2009

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Her Majesty's Inspectorate of Constabulary for Scotland,  
Edinburgh 2009

## HMICS Annual Report 2008-09

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 2008-09.

**Bill Skelly, BSc MBA Dip. Crim**

Her Majesty's Inspector of Constabulary for Scotland

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To monitor and improve the police service in Scotland

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## FOREWORD

This is my first Annual Report as Her Majesty's Inspector of Constabulary for Scotland (HMICS) and covers the period 1 April 2008 to 31 March 2009.

I am honoured to have been appointed to the post of HMICS, and I look forward to this opportunity to work with forces, services and partners in our continued commitment to improving the police service in Scotland.

Before providing an outline of the contents of this report, I wish to acknowledge the huge contributions of my predecessor, Paddy Tomkins, who retired earlier this year.

His influence was felt across the broad spectrum of policing, and the work of the Inspectorate changed fundamentally under his guidance and commitment. Prior to the publication of *The Crerar Review*<sup>1</sup> and the Scottish Government's subsequent response to its findings<sup>2</sup>, Paddy had already begun to move away from the Inspectorate's traditional cycle of primary and review inspections, to a self-assessment process that allows us to identify high-risk areas for inspection. I am indebted to Paddy for all he achieved.

This annual report contains a considerable volume of work and Chapter 2 shows the wide-ranging and collaborative nature of our thematic inspections during 2008-09. There is an increasing tendency towards a joint inspection process which brings added value and expertise. At the same time this development supports in practice the Government's aims of both simplifying the scrutiny landscape and ensuring that scrutiny is proportionate and risk-based.

Recommendations arising from our thematics are actively contributing to continuous improvement across the police service in Scotland and informing future strategic direction. Furthermore, I welcome ongoing discussions with the Association of Chief Police Officers in Scotland (ACPOS) aimed at strengthening the process by which together we take forward national thematic topics.



Our self-assessment model continues to evolve, having undergone a number of developments to ensure that the outputs are meaningful to forces and allow me to report on their state and efficiency. Further discussion on the incremental stages of this development is provided in Chapters 3 and 4.

*The Independent Review of Policing*<sup>3</sup> commissioned by the Cabinet Secretary for Justice, Kenny MacAskill, was published in January 2009. It followed extensive stakeholder consultation and reflects our findings on the different categories of risk and areas of national concern in the policing context. While follow-up research to advance a number of our other recommendations is still being conducted, a programme to introduce a Scottish Policing Board later in 2009 is underway.

The world-wide economic recession will place huge pressures upon police budgets, now and in the years ahead. More than ever, there is a need for greater collaboration and co-operation between forces and other organisations to deliver services in partnership that is more effective and represents Best Value. All partners agree to this in principle but repeatedly we find during our inspections that local delivery, commitment and focus on outcomes continue to be inconsistent and present a serious risk to providing joint services.

1 *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>

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

3 HM Inspectorate of Constabulary for Scotland (2009) on behalf of Cabinet Secretary: *The Independent Review of Policing* <http://www.scotland.gov.uk/Publications/2009/01/23133505/0>



Delivering partnership working in practice therefore remains a challenge. That aside, the police service in Scotland has made significant inroads this year in identifying strategic priorities, actively aligning performance measures, building capacity and capability and developing leaders to meet current and future challenges.

There are numerous examples of this and the following are worthy of particular mention:

- The annual Scottish Strategic Assessment (SSA) now plays a key role in determining the operational policing priorities for Scotland, and continues to evolve.
- The Scottish Policing Performance Framework (SPPF), introduced in 2007, provides national performance indicators and benchmarking for forces, and will increasingly include partners' data.
- The introduction of Single Outcome Agreements (SOAs), which in 2009/10 will be agreed between Community Planning partners and the Scottish Government, embeds partnership working in service delivery and contributes to the Government's *National Performance Framework*.
- The ground-breaking Scottish Serious Organised Crime Group (SOCG) Mapping Project, led by the Scottish Crime and Drug Enforcement Agency (SCDEA), has identified the scale and impact of serious organised crime (SOC) in Scotland in order to take more effective action against this threat.
- The establishment of national units, such as the Major Investigation Co-ordination and Development Unit (MICDU) and a number of strategic units, delivering all strands of the counter-terrorism CONTEST strategy is enhancing our law enforcement capability and capacity in high-risk strategic priority areas.

- Publication of ACPOS' Leadership Development Framework which outlines the way that current and future leadership requirements in the Scottish police service are being taken forward.
- Additional funding from the Scottish Government and some local councils has enabled forces to recruit additional police officers.

While undoubtedly the reduction in public sector spending and increasing pressure on the Service to produce efficiency savings will be testing for the next few years, I firmly believe that it presents great opportunities. It will require the Service to re-examine the way that it has traditionally done business, stimulate effective partnership working and create an environment in which innovation is embraced.

In discharging my remit of monitoring and improving the police service in Scotland, I remain focused on improving outcomes for the Scottish public. I am confident that the police service in Scotland is positioning itself to achieve this, and in doing so we are collectively committed to delivering a safer and stronger Scotland.

**Bill Skelly, BSc MBA Dip. Crim**

Her Majesty's Inspector of Constabulary for Scotland

# The role and functions of HM Inspectorate of Constabulary for Scotland

The origins of Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) can be traced back to the Police (Scotland) Act in 1857, which described the purpose of our inspection activity as being to "render more effectual the Police in Counties and Burghs in Scotland". Since then the structure and composition of police forces has changed markedly as have some, though not all, aspects of the police role. And while our function too has evolved over the years, our primary aim of monitoring and improving the police service in Scotland remains constant.

One of the fundamental principles of our work is our impartiality and objectivity. Although as an organisation we comprise a mix of civil service staff and seconded staff from police forces, we strive to maintain independence of thought, both from the Government and the police forces/services that we inspect. We report the findings of our inspection activity to Ministers and

monitor progress of the resulting improvement plans through forces and their police authority/joint board. All our reports are also available to the wider public through our website<sup>4</sup>. [Figure 1](#) provides an overview of our role and functions.

## OUR PEOPLE<sup>5</sup>

HMICS is a small team. Research, support and administrative functions are provided by the permanent staff who are civil servants employed by the Scottish Government. Our seconded police officers and police staff are drawn from a number of UK police forces. Such a wide variety of personal and professional experience is both essential to support our work and a valuable investment for forces. These seconded individuals normally work with us for two years, thus ensuring that our, and their, operational knowledge remains current.

<sup>4</sup> HMICS Website Address: <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403>

<sup>5</sup> For further information on our people: <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/2060/hmicsstaff>



This year we have been particularly pleased to have a member of Audit Scotland seconded to us. Their assistance in developing our self-assessment and inspection processes has been invaluable.

In addition to the foregoing, an officer has been seconded from HMICS to work with Her Majesty's Inspectorate of Education (HMIE) on a multi-agency inspection of children protection services.

For our thematic inspections we invite forces to nominate staff for shorter-term secondments. This offers an excellent development opportunity for those who are successful. Not only do we benefit from the additional expertise that these individuals bring, they also help to spread awareness and understanding of our work across the police service in Scotland.

This year we extended our inspection practices further by seconding staff with specialist expertise from non-police organisations 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.

**Fig. 1 Overview of HMICS Role and Functions**

**Our purpose: to monitor and improve the police service in Scotland**

**Our mission: on behalf of the Scottish public -**

We will monitor, through self-assessment and inspection, how effectively the police service in Scotland is fulfilling its purpose and managing risk.

We will support improvement by identifying good practice, making recommendations and sharing our findings in order to achieve better outcomes for Scotland's communities.

**Our values: in carrying out our work we will strive to -**

be objective and impartial in our judgments

be transparent in our processes and decisions

be proportionate in our activities

consider the perspectives of service users

focus on achieving better outcomes

and everything that we do will be underpinned by our commitment to equality and diversity, Best Value, and partnership working.

**Our activity: what we will do -**

**Self-assessment**

We will continue to work with the police service in Scotland on driving forward an annual self-assessment programme that promotes continuous improvement.

**Inspection**

We will exercise our scrutiny role by undertaking a risk-assessed programme of thematic inspections, including working with partners on joint inspection activity.

**Good practice**

We will seek to highlight and share good practice that we find as a result of our work and through wider scanning and consultation activity.

**Recommendations**

Our recommendations will focus on promoting better practice and outcomes and be monitored jointly with ACPOS, individual forces and police services, and police authorities and joint boards.

**Advice and communication**

We will give independent advice to Ministers, police authority and joint board members and police forces and services and through our publications share our findings with all stakeholders.



# The work of HM Inspectorate of Constabulary for Scotland in 2008-09

This was an extremely demanding year for us, not only in terms of the number of thematic inspections that we discharged and the ongoing development of the self-assessment process, but also because of the independent review of policing which Paddy Tomkins was asked to undertake on behalf of the Cabinet Secretary for Justice, Kenny MacAskill. This high-level review examined the Scottish police service's current capability and capacity in meeting national, regional and local demands.

## INDEPENDENT REVIEW OF POLICING<sup>6</sup>

Following a review period of six months, the full report was published in January 2009. Given its wide-ranging findings and likely impact on future HMICS work, we feel that it is worth summarising the main points and associated findings here:

### 1. Policing in a changing world

Now more than ever there is a need to balance local policing alongside specialist policing that deals with the high impact but less frequent crimes and incidents, and to do so in a growing partnership working environment.

### 2. Understanding risk

For the purpose of the review, risk was separated into five categories:

- operational;
- organisational;
- national;
- professional; and
- programme/infrastructure.

With the exception of operational risks, the review team found an *ad hoc* approach to assessing these categories of risk. Furthermore, the findings revealed that only the police were conducting strategic assessments of national risk. In their final report, the authors contended that the

<sup>6</sup> HM Inspectorate of Constabulary for Scotland (2009) on behalf of Cabinet Secretary, *The Independent Review of Policing* <http://www.scotland.gov.uk/Publications/2009/01/23133505/0>

responsibility for managing risk should be shared amongst all those who provide local or national governance and financial support.

### 3. The financial environment

Despite increasing financial pressures on police forces and ever increasing demands, there is a clear lack of understanding of the high-level costs of performing different policing activities. Add to this the absence of common service standards, and the implication is that decisions on how and what police services are provided are neither systematically assessed nor supported by robust information. Collectively, this leads to competing demands between the delivery of specialist policing and that of locally agreed community safety outcomes that cannot easily be resolved.

### 4. Managing the risks - how police services are delivered

Policing services are delivered at three different levels - local, regional and national. Management of risk at a local level, mostly through partnership working, is effective. However, at regional and national levels, risks that require specialist resources are managed through a number of different approaches, including: chief officers acting through ACPOS; forces acting individually through inter-force collaborations; and, through the actions of the Scottish Police Services Authority (SPSA).

In the absence of a comprehensive capability and capacity assessment of policing across Scotland, we can have no confidence that current and emerging high risks are being effectively managed. Furthermore, the inter-force collaborative arrangements that are in place are weak in terms of the needs, costs and standards that underpin these processes. The lack of national oversight and robust governance was also identified as a concern. Lastly, the SPSA, which has a significant part to play in delivering aspects of policing in Scotland, is still in the process of consolidating its existing responsibilities and workload.

### 5. Governance

Governance is essential to ensuring accountability for police services delivered nationally, regionally and locally. The review team identified gaps at all three levels. On a local level,

police authorities and joint boards, have very little influence over local policing decisions made through community planning partnerships and their SOAs. Given the authorities'/joint boards' overall responsibility for funding individual forces and holding chief constables to account for force performance, this lack of financial governance was a concern.

While there are formal governance arrangements in place in police authorities and joint boards, the review team felt that further independent support was required for them to work effectively.

Chief constables are bound by legislation to give primacy to the decisions of their local police authority/joint board. However, through their ACPOS membership they also have a role to promote the common good of policing in Scotland. This presents a potential conflict of interest. Police authorities/joint boards have no mandate to consider the national policing requirement. Only Scottish Ministers have such responsibility. Because of this set of circumstances, the final report proposed a review of legislative arrangements to redress what the review team saw as a governance gap.

### 6. The way ahead

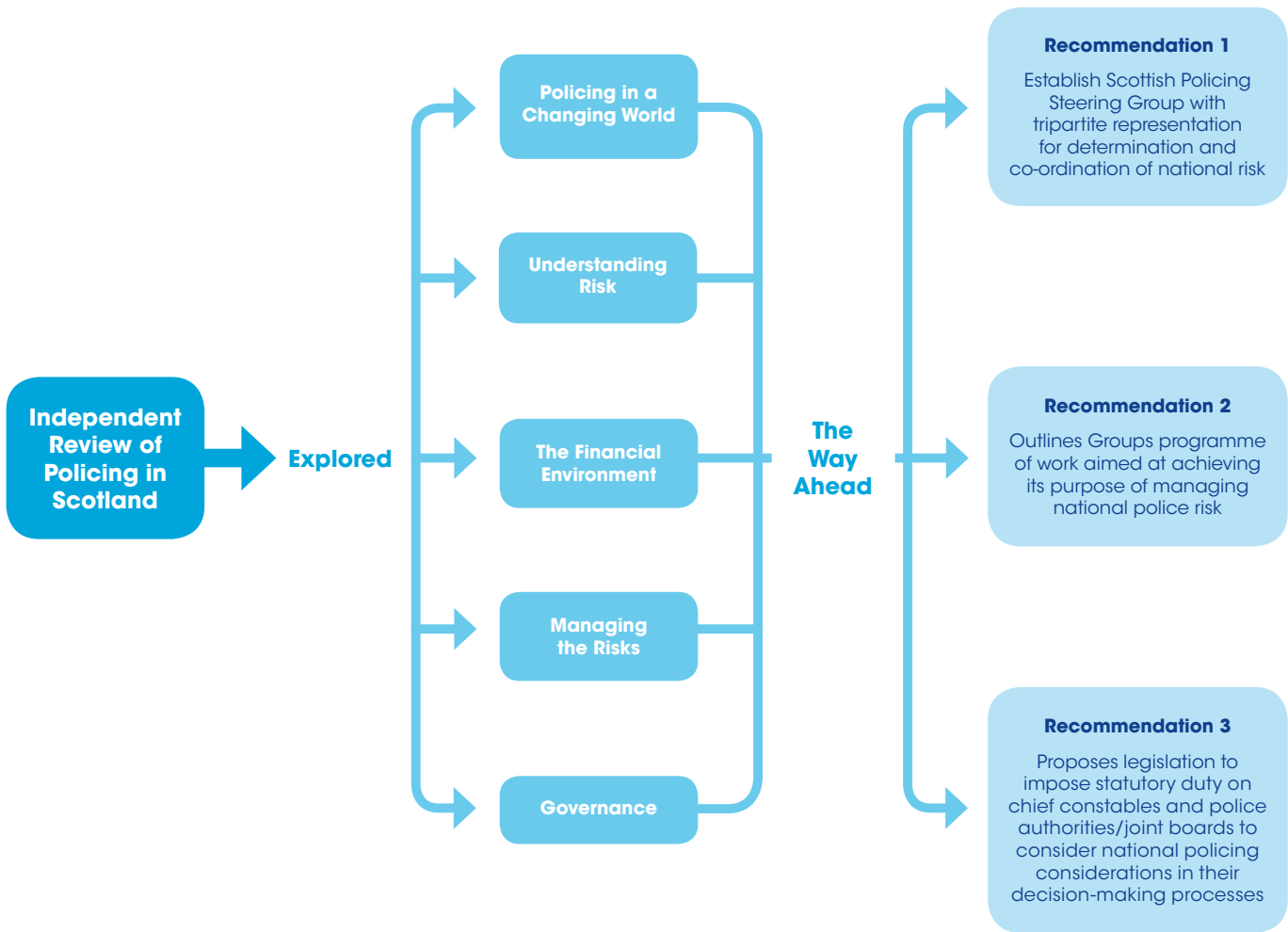
The review concluded that in order for policing to deliver the right outcomes for Scotland's communities, it must be supported by sound mechanisms at local, regional and national levels for:

- prioritising its work;
- improving its practice;
- delivering efficient and effective services; and
- providing sound governance that guides decision-making, and promotes Best Value.

The review team identified three recommendations to address these points, as summarised in [Figure 2](#). It should be noted that the proposed programme of work incorporated in recommendation 2 is quite extensive and raises possible areas for further HMICS thematic inspection and review.



**Fig. 2 Outline of Independent Review of Policing in Scotland**



On publication of the report, the Cabinet Secretary for Justice concluded:

***"Overall, I believe the report offers a solid evidence base for a debate, and points to serious challenges which we must all work together to address."***

The Government's response is examined in chapter 4.

**THEMATIC INSPECTIONS IN 2008-09**

In last year's work plan we indicated our intention to undertake 14 concise and focused thematic inspections between 1 April 2008 and 31 March 2009. In the preceding period we had conducted only three, although this has to be set in the context of our previous cyclical primary and review inspection regime.

Appendix 1 provides a summary of our activities during 2008-09 and provides links to the published reports. At the time of publication of the 2007-08 annual report, eight inspection reports from the 2008-09 work plan had already been published. Two further thematic inspections reports were published during the year - *Police use of firearms in Scotland* and *Strategic priority setting in forces: consulting the public*.

We did carry out an inspection of police impact on road safety as intended. However, it was felt that our findings would be of limited value to forces due to the narrowness of the subject matter. We are now considering the possibility of re-aligning the report with other inspecting activity in our 2009-10 work plan.

As we continued to work through the year it became apparent that our original work plan had been rather ambitious. Consequently, we revised it to reflect both our internal capacity and that of the forces and services being inspected.

To monitor and improve the police service in Scotland



Of the three thematic inspections still outstanding at the end of March 2009, *Assessing and managing offenders who present a high risk of serious harm*<sup>7</sup> was published in June 2009. Inspections on asset recovery and attendance management will be followed up as part of our 2009-10 work plan.

Three of our 2008-09 thematic inspections centred on the care and welfare of prisoners (links provided in Appendix 1):

- Custody facilities;
- Care of arrested/detained juveniles; and
- Medical services for people in police custody.

During the reporting period, forces detained over 230,000 people in custody. This, therefore, continues to be a high-risk area of policing, and one in which HMICS and ACPOS are committed to improving standards, practices and procedures.

I note the progress that ACPOS has made in publishing the *ACPOS Custody Manual* in September 2008. This is a definitive guide to raising standards of custodial care.

I also note ongoing discussions following publication of our report *Medical services for people in police custody*, which are seeking to secure agreement on the joint responsibility of the National Health Service and the police service in Scotland for the health and wellbeing of those in police custody. This is a good example of where, for the police service to the public to be effective, the commitment and influence of other partners is critical. There are very few areas where the police can, or should, deliver a service in isolation.

I am also pleased to report that significant progress has been made in improving prisoner management and holding facilities as a result of our recommendations in this area.

I remain concerned, however, by the delays to the Scottish-wide roll-out of the National Custody System. This system will standardise custody processing and support the practices and procedures contained in the *ACPOS Custody Manual*.

<sup>7</sup> HMICS Thematic Inspection (2009): *Assessing and managing offenders who present a high risk of serious harm*  
<http://www.scotland.gov.uk/Publications/2009/06/16141627/0>

### • Police use of firearms in Scotland<sup>8</sup>

In this inspection we assessed the progress made by ACPOS on recommendations arising from their own 2006 *Protective Service Capability and Capacity Review (PSCCR) - Police Use of Firearms* workstream report. We concluded that while progress had been made, there were still a number of areas outstanding that needed urgent attention. One of these was for forces to achieve the standards required by the NPIA National Police Firearms Training Curriculum (NPFTC).

The purpose of the NPIA NPFTC licences is to ensure a national standard of firearms training across the UK. They are particularly vital when forces are responding to mutual aid requests. With the 2012 Olympic Games approaching, it is imperative that all Scottish forces gain the licence so that Scottish officers can form part of the contingents seconded to this event. The experience and knowledge to be gained in this way will greatly contribute to the planning, preparation and policing of the 2014 Commonwealth Games in Glasgow.

### • Strategic priority setting in forces: consulting the public<sup>9</sup>

This report was concerned with how forces consult the public and take into account their views when setting their priorities. It made a number of recommendations, including the need for forces to develop a consultation strategy and to establish a central database of consultation activities. The report also discussed the benefits of evaluating consultation exercises and advocated a move away from traditional postal surveys to more face-to-face methods.

The Consultation Working Group, set up within the ACPOS Performance Management Business Area, is taking these recommendations forward.

## OTHER INSPECTION ACTIVITY

During 2008-09, HMICS was also engaged in joint inspection activity with other scrutiny bodies, as follows:

### • Review of the management arrangements of Colyn Evans, by Fife Constabulary and Fife Council<sup>10</sup>

This joint inspection by the Social Work Inspection Agency (SWIA) and HMICS was concerned with the progress made by Fife Constabulary and Fife Council in implementing the recommendations of the 2005 review - *Review of the Management Arrangements of Colyn Evans by Fife Constabulary and Fife Council*.

The review concluded that significant progress had been made by both organisations, with multi-agency working and collaborative decision-making being well embedded. The areas for improvement it went on to highlight were also identified as being relevant across Scotland in the high-risk offenders thematic.

This follow-up report is further evidence of the benefits of a joint inspection process, coinciding as it did with a joint SWIA/HMICS inspection of the national management of high-risk offenders.

### • Child protection inspections

As mentioned in Chapter 1, a police officer has been seconded from HMICS to Her Majesty's Inspectorate of Education to work on the continuing multi-agency inspection of council child protection services.

## SELF-ASSESSMENT PROCESS

During 2008 all Scottish forces completed a self-assessment exercise, using the European Foundation for Quality Management (EFQM) model. The intention was that forces would be the primary users of the self-assessment outputs, and that we would use the results to identify where further, more detailed, inspection work might be required. While some forces had previously conducted their own self-assessment, this was the first time that all forces had engaged in a common national process.

8 HMICS Thematic Inspection (2009). *Police Use of Firearms* <http://www.scotland.gov.uk/Publications/2009/01/23095505/0>

9 HMICS Thematic Inspection (2009): *Strategic Priority Setting in Forces: Consulting the Public* <http://www.scotland.gov.uk/Publications/2009/03/24163305/0>

10 HMICS & SWIA Joint Report (2009): *Review of the Management Arrangements of Colyn Evans by Fife Constabulary and Fife Council* <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2009/ProgressCE>



In order to develop the process we brought together a small group with representation from HMICS, forces, the ACPOS National Intelligence Model (NIM) team and Quality Scotland. The resulting self-assessment questionnaire was designed to retain the benefits and balance of EFQM while being suitable for use within the police service. Facilitator and assessor training for those leading the process in forces was then provided by Quality Scotland and funded by the SPSA.

The self-assessment exercises themselves took place at divisional and departmental level. Participants completed the questionnaire on-line by grading a number of performance statements, providing evidence for their grading and making suggestions for improvement. Following a consensus phase, the results were then analysed to identify potential areas for improvement. Finally, the resultant divisional and force improvement plans were then submitted to their authority/joint board for approval before coming to HMICS.

How we intend to respond to these findings is discussed in Chapter 4.

# The police service in Scotland in 2008-09 and looking ahead

This chapter gives an overview of the collective achievements of the police service in Scotland during 2008-09, and of the strategic challenges that lie ahead.

## BUILDING CAPABILITY AND CAPACITY

### • Increasing the police establishment

The number of police officers in Scotland has now reached a record high. At **17,375** officers at the end of March 2009, the current total is **5.8%**<sup>11</sup> higher than the figure at March 2008. [Figure 3](#) shows the latest year-on-year increases for each of the Scottish forces.

The significant rise is attributable to a number of factors. In the first instance, the Scottish Government has been delivering upon its manifesto pledge to recruit an additional 1,000 police officers within their term of office. Funding for extra police officers by a number of Scottish councils has also swelled establishment numbers.

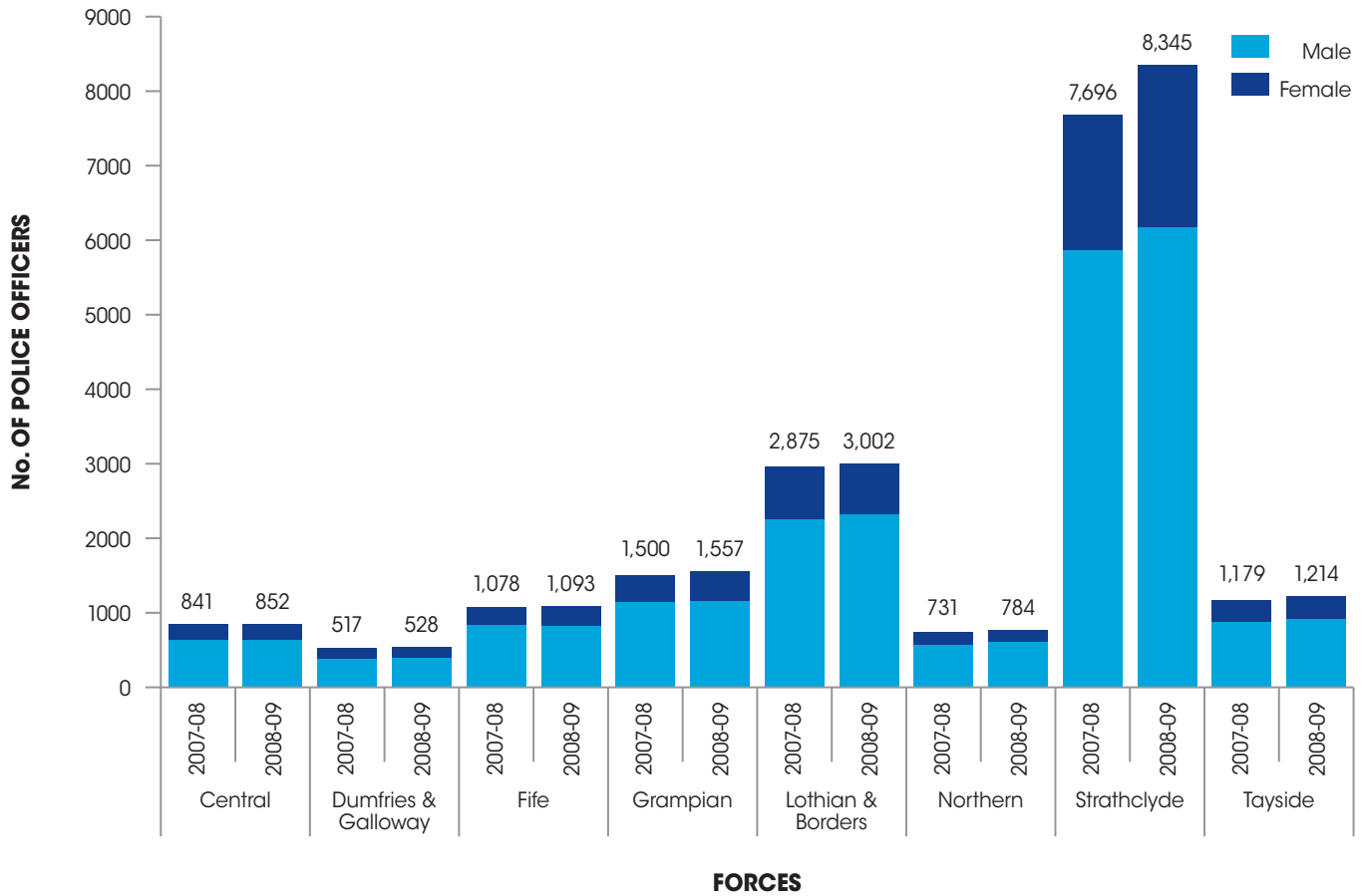
[Figure 4](#) provides a comparison of the recruitment levels of the past two years, and shows the higher percentage of female recruits for 2008-09. Female officers now account for **25%** of the Scottish police force establishment, which equates to almost a two percentage point rise on the previous year.

<sup>11</sup> SPPF 2008-09 Statistical Return



**Fig. 3 Police officer strengths in Scottish Forces**

**POLICE OFFICER STRENGTHS IN SCOTTISH FORCES**

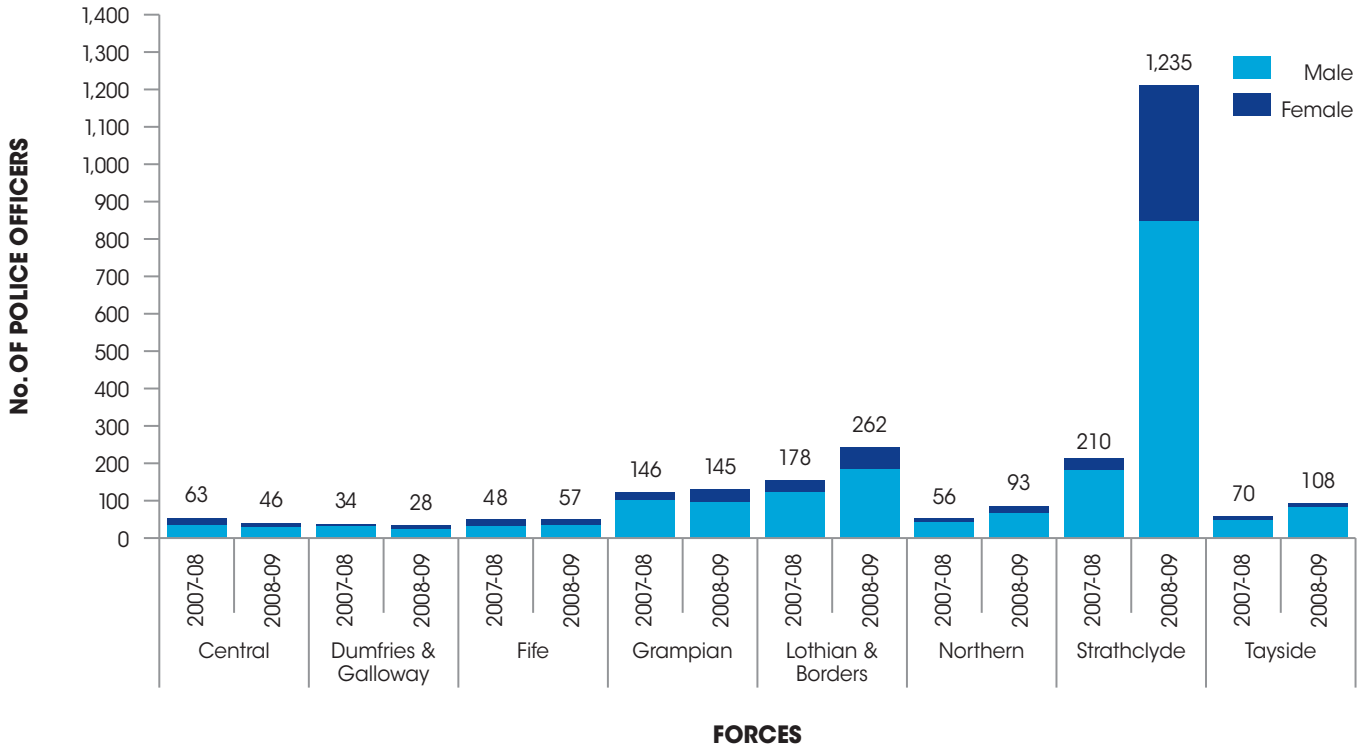






**Fig. 4 Police recruitment in Scottish forces - 2007 to 2009<sup>12</sup>**

**NUMBER OF RECRUITS**



The number of declared black and ethnic minority officers recruited during 2008-09 remained level at 18. The recruitment of a diverse workforce that is reflective of our increasingly multi-cultural society remains a priority and ACPOS in their recently published *Equality and Diversity Strategy 2009-11 Celebrating and Valuing Difference*<sup>13</sup> has indicated its continued "commitment to the principles of positive action in respect of recruitment, retention, progression and development in order to achieve an equitable work environment".

As can be seen from our annual statistical returns<sup>14</sup>, an increased number of retirements during 2008-09 led to higher recruitment levels.

Such unprecedented levels of recruitment places considerable demands on force recruitment and training establishments, and severely tests the Scottish Police College (SPC). An Additional Capacity Project Team was formed at the college to recruit new instructors from forces and find some creative solutions to increase its capacity. In 2007-08, **687** officers attended an initial training course (ITC); in 2008-09 this number had leapt by 240% to **1,672**<sup>15</sup>. Coping with such a significant rise in student numbers was a remarkable achievement. College passing out parades of over 190 officers, similar to the one on the front cover of this report, are now common place. Forces and the SPSA, are to be commended for continuing to meet this challenge and doing so as a normal part of their core business.

<sup>12</sup> Includes transferees and re-appointments

<sup>13</sup> ACPOS Equality and Diversity Strategy 2009-2011 (2009) <http://www.acpos.police.uk/BusAreas/EDStrategy.html>

<sup>14</sup> See HMICS Annual Statistical Returns - Appendix 2

<sup>15</sup> Provided by Scottish Police College (SPC)

In an effort to provide a more efficient and effective recruitment service, ACPOS Personnel and Training Business Area (PTBA) and the Scottish Government are developing a shared recruitment service pilot involving the collaboration of four forces. The pilot, which will run for 12 months, will begin in late 2009 and is aimed at informing the future recruitment model for all Scottish forces.

Another reason for the higher recruitment levels is an attempt to counterbalance the increased number of retirements arising from the so-called *Edmund Davies*<sup>16</sup> effect. This is projected to continue for the next two years<sup>17</sup>. Not only does this present significant financial difficulties for forces, but the loss of such large numbers of experienced officers alters the service profiles of forces and erodes specialist knowledge. In anticipation of this, there has been a greater focus on building capability and capacity in the specialist high risk areas of policing. Here, succession planning and talent management to identify and develop leaders to meet the many challenges ahead are high on the Scottish Government's, ACPOS' and the SPSA's agenda.

The Leadership Development Framework<sup>18</sup>, launched by ACPOS at their Spring Conference in March 2009, articulates how this will be achieved.

#### • The ACPOS Leadership Development Framework

The framework highlights the current leadership development pathways and planned leadership development activity across the police service in Scotland. It additionally builds upon the findings of our thematic inspection of the productivity of police officers<sup>19</sup> and the results of a Scottish Police Service Leadership study completed in 2008.

The ACPOS Professional Development Programme was formally launched in June 2008. It is a unique programme involving ACPOS, the SPC, the Scottish Qualifications Authority (SQA) and Scottish universities working together as partners. Furthermore, it uses the full facilities of the Scottish Credit and Qualifications Framework (SCQF). The programme offers candidates a variety of routes to achieving formal, nationally recognised qualifications and are targeted at different levels of staff within an associated accreditation framework.

One such qualification is the Diploma in Police Service Leadership and Management (DipPSLM). This is aimed at constables and has now replaced the Police (Scotland) (Promotions) examinations. Since it began in April 2007, **108**<sup>20</sup> students have now graduated with this diploma; another **925** are currently on the course. Success leads to the option of a BSc in policing. The first cohort of students embarked on this course in February 2009.

The Scottish Career Development Service (SCDS)<sup>21</sup> was introduced in 2008. Its purpose is to enhance leadership capacity and resilience in order to ensure that there are sufficient officers and staff to meet the growing leadership challenges at the top of the police service. As related in last year's report, the Strategic Command Course (SCC) is now a mandatory qualification for all chief officer appointments in Scotland. Qualification for a place on the SCC is dependent upon a successful performance at the Senior Police National Assessment Centre (S-PNAC). The comprehensive support and guidance provided by SCDS to senior Scottish staff selected to attend the S-PNAC contributed to the record success of nine Scottish police officers and one senior support staff from 20 initial candidates in 2008.

16 Edmund Davies Pay Review saw a significantly higher number of police officers recruited in the late 1970s and early 1980s

17 Scottish Government Police Force Projection Study (2009):

<http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/facts/Policing-Capacity/pfps>

18 ACPOS Leadership Development Framework (2009): [http://www.acpos.police.uk/Documents/Policies/P&TLeadership\\_Development\\_Framework09.pdf](http://www.acpos.police.uk/Documents/Policies/P&TLeadership_Development_Framework09.pdf)

19 HMICS Thematic (2008): Productivity of Police Officers <http://www.scotland.gov.uk/Publications/2008/04/29142805/0>

20 Provided by SPC

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

During 2008-09 there was an unprecedented turnover of chief officers posts in Scotland. A total of 12 such posts, including three chief constable positions, were advertised. This situation re-emphasises the need for talent management and nurturing of future chief officers. The opportunities and experience to be gained from policing in Scotland are increasingly attracting candidates from south of the border and Northern Ireland. I welcome the diversity of experience that such candidates are bringing to the police service in Scotland.

In terms of the numbers of potential leaders and their preparation for future challenges, the Service is therefore in a very healthy position. It is also fully supported by the Scottish Government:

***"The key to the police service's ability to respond is not just its size, but its capacity. The right people, with the right skills, in the right place, at the right time."***

Kenny MacAskill, Cabinet Secretary for Justice

In the following section we examine the changes in the way that the Service defines its strategic priorities.

## STRATEGIC PRIORITY SETTING

### • Scottish Strategic Assessment (SSA)

The SSA is now produced annually by a team of analysts seconded from Scottish forces, the Scottish Crime and Drug Enforcement Agency (SCDEA) and the Serious and Organised Crime Agency (SOCA) supported by the National Intelligence Model (NIM)/Management of Police Information (MOPI) team. It is compiled over a six-week period, during which the strategic assessments of forces and other law enforcement agencies are analysed.

The final document is endorsed by members of the Scottish Strategic Tasking and Co-ordination Group (SSTCG). The same group also agrees the Scottish Control Strategy, setting the operational policing priorities for Scotland and taking cognisance

of the prevention, intelligence and enforcement recommendations of the SSA. Five Scottish Tactical Tasking and Co-ordination groups thereafter drive activity on the very high priorities (VHPs).

This is a prime example of what can be produced when forces and other law enforcement agencies work collaboratively to define common policing priorities and recommendations aimed at tackling the greatest risks to Scottish communities.

The SSA is an evolving document. In keeping with the Service's ethos of continuous improvement the next SSA is set to include further contributions by partners, particularly with the evolving emergence of SOAs. A further development is greater integration of operational with non-operational elements such as training, IT development, budgets and human resources.

As a result the SSA writing team will be expanded to include a partnership analyst seconded from the Scottish Centre for Intelligence and Analysis Training (SCiAT) and a business analyst. Their involvement will help to extend the reach of the assessment to priority setting not just across police organisations but also to multi-agency groups.

### • Scottish Policing Performance Framework (SPPF)

This year we published the first ever annual report of the SPPF. As outlined in our own annual report of last year the SPPF allows the public, for the first time, to examine policing performance at a national level using a range of common performance measures.

The refined 2008-09 suite of indicators that will feature in the second SPPF annual report to be published later this year, reflects continuing work to establish stronger links to the very high risks in the SSA. It also takes account of the Scottish Government's *Purpose and Strategic Objectives*<sup>22</sup> and associated national indicators that relate to criminal justice. The Accounts Commission's Statutory Performance Indicators<sup>23</sup> are also incorporated within the framework.

<sup>22</sup> The Scottish Government's *Purpose and Strategic Objectives*: <http://www.scotland.gov.uk/About/purposestratobj>

<sup>23</sup> The Accounts Commission's Statutory Performance Indicators <http://www.audit-scotland.gov.uk/performance/police/>

It is widely acknowledged that effective policing should be based on sound partnerships. This is reflected in the high level objectives of the SPPF, which articulate the strategic aims of policing. The framework also contains a number of partnership indicators, including the Scottish Government's national indicators, whose achievement will require the contribution of a range of partner agencies.

The framework is an evolving document that will continue to be developed and refined to best reflect both the Scottish Government's commitment to building policing capacity and forces' and partners effective use of that capacity. However, the ability to respond to these changes can challenge the efficiency and effectiveness of current data-gathering and performance monitoring regimes. In our first SPPF annual report last year we called for improvements to be made to data-gathering arrangements. In the second such report, we will report on the progress made on this.

As part of our thematic inspection on the productivity of police officers (published in May 2008), we also looked at forces' use of the SPPF to report on performance both internally and to their police authority/joint board. What we found was a disparate approach across the Service. Therefore, in order to promote greater consistency, accountability and transparency across Scotland, we recommended that all forces incorporate the SPPF into their public performance reports and use this as a basis for reporting to their police authority/joint board. Since then, forces have made good progress in adopting this practice.

#### • **Single Outcome Agreements (SOAs)**

In terms of local strategic priority setting, the SOAs are now a strong influence on how forces provide services at a local level.

The 2007 Concordat between the Scottish Government and CoSLA underpins the funding to be provided to local government for the period 2008-09 to 2010-11. A central proposal of the Concordat was the creation of a National Performance Framework that would include a SOA between each council and the Scottish Government, based on 15 key national outcomes.

In this way, councils are committed to supporting progress at national level by improving outcomes at a local level. Approximately half of the 2008-09 SOAs were developed with Community Planning partners. However, from 2009, the Scottish Government will agree all SOAs with Community Planning Partnerships (CPPs).

The introduction of the Concordat terminated what had previously been ring-fenced CPP funding. Historically, this type of funding had supported joint initiatives aimed at, for instance, deterring repeat offending. Based on the budget allocated by their councils, CPPs now need to identify their priorities for joint working in the outcome agreement and align/pool resources around projects where they identify an advantage in doing so. It is intended that breaking down organisational barriers in this way and requiring these bodies to achieve more with existing resources, should foster new and innovative ways of working effectively in partnerships.

It is evident through our and other scrutiny body inspections that there are excellent examples of partnership working across the Service that have continuing local and national benefits. However, there are a number of challenges that continue to inhibit effective partnership working and need to be overcome:

- varying levels of commitment of partners to Community Planning;
- unco-ordinated consultation and engagement with local communities;
- reluctance within partnerships to share information, resulting in a fragmented approach to delivering services;
- partnership governance and accountability arrangements may be insufficiently developed;
- partners are not sufficiently involved in each other's strategic priority setting and planning development, resulting in poor alignment and implementation of services and resources towards agreed strategic priorities; and finally,
- poor performance management and information-sharing between partnerships to ensure that agreed outcomes are achieved.



The introduction of the SOAs, therefore, places an even greater responsibility on partnerships and increases the potential impact of the foregoing risks. They also bring with them a greater emphasis on performance management that can provide reliable evidence of achievement.

Effective partnership working should add value or lead to better outcomes than would have been the case had organisations acted alone. Figure 5 highlights a number of key principles that we have found to be important in partnership working. The same principles are applicable when ensuring effective collaborative and co-operative arrangements between forces and services.

**Fig. 5 Key Principles of Partnership Working**



Having defined the strategic priority setting mechanisms that are now driving the police service, the next section examines some of the national approaches to dealing with the highest risks to communities that have been introduced during the year.

### DELIVERING ON STRATEGIC PRIORITIES

The following paragraphs give examples of the progress that has made in addressing the capability and capacity of law enforcement at a national level, in respect of two of the six SSA strategic priorities - serious organised crime groups and counter-terrorism:

- **Serious and organised crime group (SOCG) mapping exercise**

The ground-breaking Scottish Serious Organised Crime Group Mapping Project, led by SCDEA, was established in April 2008 as a result of recommendations flowing from the ACPOS-led review of capacity and capability in the Scottish police service. The project's aim was to contribute to a safer and stronger Scotland by identifying the scale and impact of serious organised crime in Scotland in order to take more effective action against this threat.

- **The Major Incident Co-ordination and Development Unit (MICDU)**

Created in September 2008, the MICDU will support host forces in the most critical investigations by co-ordinating the response of specialist officers from across Scotland. The Unit will ensure that specialist officers trained in the latest techniques in areas like victim identification, interviewing suspects and terrorist incidents, are deployed when the demand arises.

- **Counter - terrorism (CT)**

The four key components of the CONTEST strategy; Pursue, Protect, Prepare and Prevent, continue to drive the response to CT in Scotland. The newly created MICDU and Terrorist Investigation Forum are enhancing the way in which investigations of terrorist activity are co-ordinated in terms of the Pursue strand. Funding from the Scottish Government for an additional 57.5 personnel is improving this capability and capacity. A national risk matrix applied to crowded places across Scotland to identify vulnerable sites, and ongoing training and advice with the business communities, are some of the measures being employed in the Protect strand.

Specialist training for chief officers, CT practitioners and key partners, and ongoing work with other emergency services to increase the effectiveness and efficiency of the response to terrorist incidents are aspects of the Prepare strand. Lastly, the ACPOS Prevent delivery plan and formation of the Scottish Preventing Violent Extremism Unit (SPVEU) and CT Intelligence Units, are driving the prevent stand.

### DELIVERING SERVICE STANDARDS IN AN ECONOMIC DOWNTURN

While I am encouraged by the positive steps that have been taken to address these threats, I, like my colleagues, am concerned by the short- and long-term effects of the recession which have put further pressure on public spending and the need to demonstrate efficiency savings. This has to be set against the context of increasing demands on the Service and the higher expectations of its users. The renewed focus of the Service, and indeed all public sector organisations, is how to deliver more for less while maintaining standards.

In this current financial climate we need to change our organisational approach if the police service in Scotland is to continue to provide a service that meets the public's needs and presents value for money.

In providing any new service that adheres to the principles of Best Value, we need to consider the feasibility and effectiveness of the following options:

- that all forces provide the service;
- that forces and common services work collaboratively to provide it;
- that an individual force takes the lead;
- that a national approach is adopted, for example, through the SPSA; or
- that a wider partnership approach is more appropriate, either in conjunction with other emergency services or through partnerships such as the CPPs.

There are tangible economies of scale and business benefits in, for instance, rationalising associated back-room processes, centralising offices and adopting a national approach to procurement.

In delivering existing business better, we need to drive out inefficiencies from existing services. Our thematic on the productivity of police officers, which looked at ways of maximising police productivity, and the summary justice reforms which introduced an array of non-reporting alternatives, are two such examples.



Technological advancement is crucial to our business. A national programme of ICT projects is being managed by the ACPOS Business Change Programme Board which is based on a vision of having 'common, integrated information and communications systems' and 'common and shared end-to-end business process'. The business benefits to be accrued from this, now more than ever, makes this a priority.

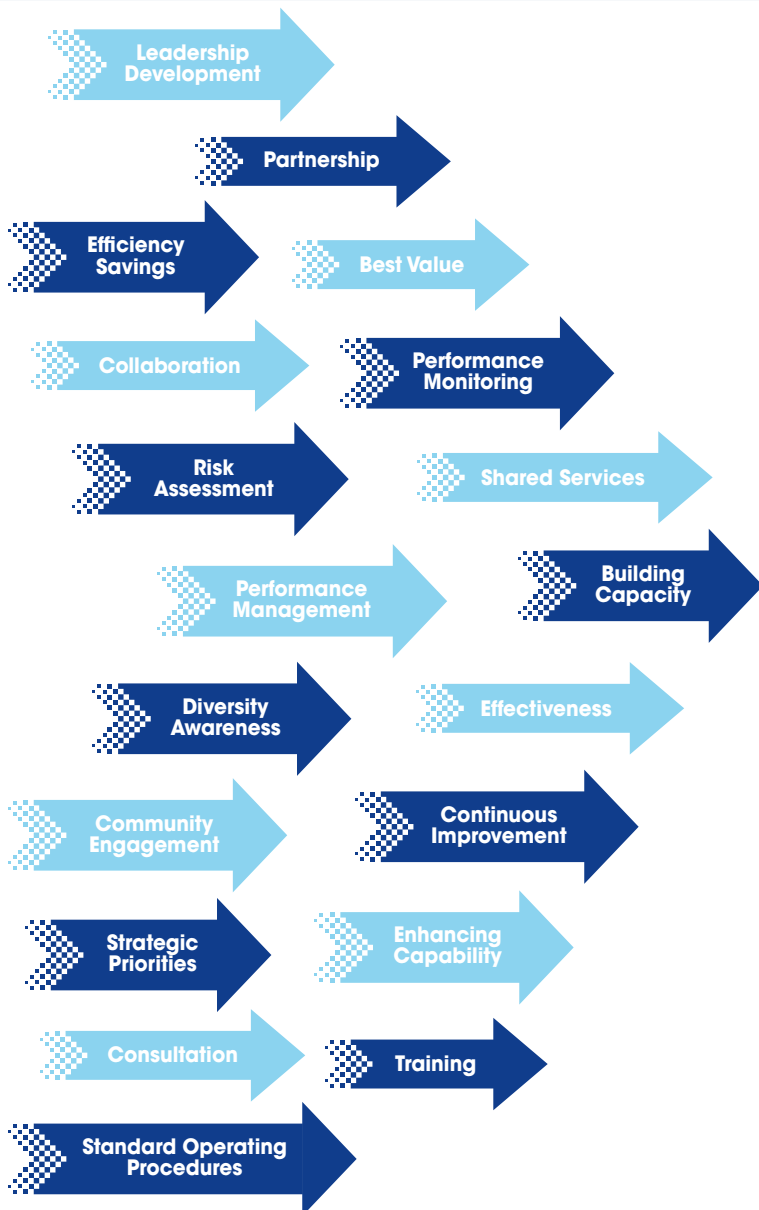
As already outlined, where possible, partnership working should be used to provide services. By looking collectively at prioritising and processing the needs of the same members of the public, there are efficiency gains to be made by all the public sector organisations involved. However, of primary importance, individuals and communities will undoubtedly benefit from a more holistic approach.

The following quote, attributed to Charles Darwin, still resonates over 200 years on:

***"It is not the strongest of the species that survives, nor the most intelligent but the one most responsive to change."***

Figure 6 summarises the key elements to be considered in our efforts to deliver a modern, streamlined Service that is focused on maintaining service standards and embedding continuous improvement in the organisational culture, all in the context of an economic downturn. In discharging our remit of monitoring and improving the police service in Scotland, I look forward to the integral part that HMICS will play in informing and supporting this modernising process.

**Fig. 6 Key elements of delivering service standards in an economic downturn**



## Delivering Service Standards

To monitor and improve the police service in Scotland

# HM Inspectorate of Constabulary for Scotland in 2009-10

Our 2009-10 work plan will be delivered within a budget that is marginally more than the level set for 2008-09 (see [Appendix 2](#)), and comprises four main categories of work activity:

- Self-assessment.
- Best Value audit inspections.
- Preparatory work to establish the Scottish Policing Board.
- Thematic inspections.

The outcomes we expect as a result of this plan are:

- A programme of risk-assessed and proportionate scrutiny informed by robust, assisted self-assessment by forces and common police services.
- A focus on improving outcomes for service users.
- Greater transparency in our work.
- A better understanding and evaluation of the impact of our work to inform our future scrutiny programme.

Turning now to the areas of work that we will be embarking on:

## SELF-ASSESSMENT

Having reviewed the improvement action plans arising from each force's self-assessment, we have identified some specific areas for further examination, particularly around how forces manage the most serious risks to society.

The 2007-08 Scottish Strategic Assessment identified six very high priority (VHP) risk areas - anti-social behaviour (ASB), terrorism, child protection, serious organised crime groups, drugs and violence - and it is around these that we will focus our follow-up inspections.



In looking at how forces manage these VHP risks, we will examine three aspects of activity:

- how forces assess and prioritise these risks;
- how forces prioritise and co-ordinate activity related to these very high-risk areas, and how these activities are integrated into other force priorities; and
- the impact of forces' responses since the 2007-08 SSA was published, i.e. what difference have they made?

Self-assessment is now the core tool of accountability in public sector organisations. Responsibility lies with the organisation providing the service to use these findings when setting their strategic priorities and devising improvement plans.

Building upon the learning points and feedback from ACPOS and forces, we will be conducting a second round of force self-assessments in the latter part of the year.

### BEST VALUE - A JOINT APPROACH

In addition to driving internal self-assessment in forces, we have been working closely with the Accounts Commission/Audit Scotland on a new joint approach to the external scrutiny of Best Value. The Accounts Commission and HM Inspector of Constabulary for Scotland (HMICS) have overlapping responsibilities for examining the performance of police authorities/joint boards. Consequently, we have agreed to adopt a joint approach to best value audit and inspection in this area. These audits/inspections will offer us an effective means of assessing the fitness of forces in terms of their leadership, financial management and performance. They are also a means of generating additional evidence of where we might need to apply further scrutiny or thematic work.

The aim is to report the findings in a single joint audit and inspection report. The Accounts Commission will then make separate comments

on the performance of the police authority/joint board and these will be published alongside the audit and inspection report.

Since this is a new approach, it will be piloted in selected forces before rolling it out.

In light of this work we are especially fortunate to have on secondment to us a member of Audit Scotland. This individual was previously the portfolio manager for police and has been involved in public reporting studies for a number of years. Her experience will be invaluable in training staff involved in the BV audit and self-assessment process.

### PREPARATORY WORK FOR ESTABLISHING THE SCOTTISH POLICING BOARD

Following publication of the *Independent Review of Policing*, HMICS staff will be conducting further research and scoping exercises into the programme of work recommended by the report. It is this proposed programme that the Scottish Policing Board would initiate and oversee.

In announcing the creation of this new Board, the Justice Secretary Kenny MacAskill has explained that he sees the purpose of the Board, which would have tripartite representation, as being to look at top level issues facing Scotland. Topics that he suggested might initially be included, were the threat from cross-border criminality such as human trafficking, e-crime, terrorism or fraud, and ways to ensure that Scottish forces have the systems and structures to enable them to work together seamlessly.

In the press release he acknowledged the future challenges faced by the Service.

I welcome the introduction of this Board and the momentum that it can bring to the police service in Scotland.



**"Policing in 21st Century Scotland is becoming increasingly complex, with new technology and changes in society bringing greater challenges to the police."**

## THEMATIC INSPECTIONS

In response to *The Crerar Review 2007*, the Government established five action groups whose purpose was to propose practical actions for improving scrutiny. Implicit in this objective was the aim of reducing scrutiny activity which was judged to be unnecessary. As a consequence, the Policy and Approach Action Group has drawn up a Systematic Scrutiny Check (SSC) to ensure that public service scrutiny is:

- targeting priority services;
- being applied on the basis of a strategic assessment of risk; and
- is measured consistently against cost and benefit information.

All our proposed thematic inspections will now be subject to the SSC process. At its conclusion, a recommendation will be made to the portfolio Minister, in our case the Cabinet Secretary for Justice, who will ultimately decide whether the inspection can go ahead.

In deciding which thematic topics go forward to the SSC stage, we are devising a scoring matrix that will take into account the foregoing three factors and accompanying SSC guidance. The highest scoring thematic topics will undergo the SSC process to gain approval for inspection. I am confident that the work of HMICS is wholly compatible with this arrangement while I remain mindful of the independent role I occupy.

Further to this, and arising from the work of the User Focus Action Group, all scrutiny bodies will now adopt a 'dual-format' reporting process to ensure that all performance scrutiny reports are user focused. So all future HMICS reports will comprise of an all encompassing report aimed at practitioners and an overview report containing key findings which will be for general consumption. Both reports will be published on our website, giving interested parties the choice of which report they wish to read.

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/public-safety/Police/local/15403/2060/Prospectus>

# Appendices

## APPENDIX 1 TABLE OF 2008-09 PUBLICATIONS

### HMICS publications: 1 April 2008-31 March 2009

#### Thematic inspections

##### Subject **Custody facilities**

###### Suggested by

HMICS, and supported by ACPOS

###### Publication

Report published 8 April 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/03/28152100/0>

##### Subject **Investigation of wildlife crime**

###### Suggested by

Scottish Ministers

###### Publication

Report published 16 April 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/04/03143616/0>

##### Subject **Productivity of police officers**

###### Suggested by

Chief Constable of Tayside Police, and supported by HMICS

###### Publication

Report published 1 May 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/04/29142805/0>

##### Subject **Investigation of serious fraud**

###### Suggested by

HMICS, and supported by ACPOS

###### Publication

Report published 13 May 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/05/09105454/0>

##### Subject **Quality of service and feedback to users of police services in Scotland**

###### Suggested by

HMICS

###### Publication

Report published 30 May 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/05/29140329/0>

##### Subject **Care of arrested/detained juveniles**

###### Suggested by

HMICS, and supported by ACPOS

###### Publication

Report published 26 June 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/06/24085717/0>

##### Subject **Police response to domestic abuse**

###### Suggested by

HMICS, and supported by ACPOS, SPF

###### Publication

Report published 27 August 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/08/21125841/0>



## APPENDIX 1 TABLE OF 2008-09 PUBLICATIONS - CONT.

### HMICS publications: 1 April 2008-31 March 2009

#### Thematic inspections

##### Subject **Medical services for people in police custody**

**Suggested by** ACPOS, supported by HMICS and the Scottish Government

**Publication** Report published 16 October 2008, available at  
<http://www.scotland.gov.uk/Publications/2008/10/13112955/0>

##### Subject **Police use of firearms**

**Suggested by** ACPOS, and supported by HMICS

**Publication** Report published 26 January 2009, available at  
<http://www.scotland.gov.uk/Publications/2009/01/23095505/0>

##### Subject **Strategic priority setting in Scottish forces: consulting the public**

**Suggested by** HMICS, and supported ACPOS

**Publication** Report published 25 March 2009, available at  
<http://www.scotland.gov.uk/Publications/2009/03/24163305/0>

## APPENDIX 2 FUNDING AND FINANCIAL MANAGEMENT

### • Background

The Inspectorate is funded entirely by the Scottish Government in respect of staff, accommodation, technology, travel and other expenses. The costs associated with the HMCIC (now HMIC) post and the permanent support posts are all funded directly. The salary and expenses of seconded police officers and, during this financial year, the seconded member of staff from Audit Scotland, are initially paid by the secondees' home force/organisation and then reclaimed from the Inspectorate's budget.

Seconded staff costs do not include the salaries of officers and support staff attached to us on a short- to medium-term basis for specific thematic inspections and general development. However, we do pay the travel and subsistence costs for these temporary staff members.

### 2008-09 BUDGET

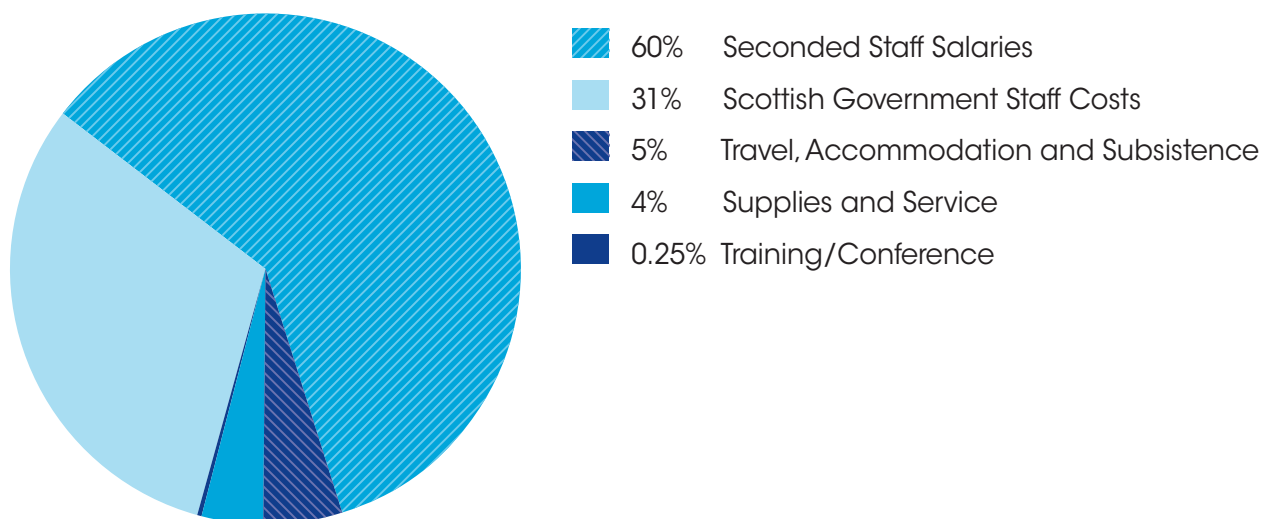
Our budget for 2008-09 was **£1.035m**. Our actual expenditure during this year showed an underspend of **£0.007m**. [Figure 7](#) shows how our budget was allocated.

### 2009-10 BUDGET

Our budget for 2009-10 has increased slightly to **£1.037m** to take account of salary increases.

**Fig. 7 HMICS 2008-09 budget allocation**

### HMICS 2008-09 BUDGET ALLOCATION



## APPENDIX 3 AWARDS AND COMMENDATIONS

### AWARDS AND COMMENDATIONS

The honours and awards conferred each year on police officers, support staff and special constabulary, are a reflection of the continued commitment to providing the public in Scotland with the very best police service possible. In 2008-09, Her Majesty bestowed the following honours on members of the service in recognition of their exceptional service:

#### QUEEN'S BIRTHDAY HONOURS 2008

##### Queen's Police Medal (QPM) -

Robert Ballantyne, Special Constable, Grampian Police.  
Thomas Halpin, Deputy Chief Constable, Lothian and Borders Police.

##### Member of the Order of the British Empire (MBE)

Norman J R Dixon, Inspector, Lothian and Borders Police.

### NEW YEAR HONOURS 2009

#### Queen's Police Medal (QPM)

Daniel McVey Lapsley, Constable, Strathclyde Police.  
John Lamont Stuart Malcolm, Assistant Chief Constable, Strathclyde Police.  
George Simpson, Chief Superintendent, Lothian and Borders Police.

#### Member of the Order of the British Empire (MBE)

Keith Brough, Special Constable, Lothian and Borders Police.

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

Colin William McKerracher, Chief Constable, Grampian Police.

## APPENDIX 4 STATISTICAL INFORMATION

On an annual basis we collate statistical data from forces which we then publish on our website. Last year, to prevent the unnecessary replication of this information, we dispensed with a large number of statistical tables in our annual report. Instead, we now provide electronic links and web addresses to guide readers to this information.

### 1. HMICS Scottish police service statistics from 2008-09, which includes the following information for the eight Scottish forces:

- staffing levels and profiles;
- community relations data;
- drugs arrests and seizures;
- firearms operations; and
- 999 calls.

Readers can access these statistics via the following web page:

<http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/Statistical>

### 2. Public performance reports of the Scottish forces and Scottish Police Services Authority (SPSA).

Comprehensive performance reports for the year ending 31 March are published by each force and the SPSA, and can be accessed from the following web pages:

Central Scotland Police  
[http://www.centuralscotland.police.uk/home/docs/csp\\_annual\\_report0809.pdf](http://www.centuralscotland.police.uk/home/docs/csp_annual_report0809.pdf)

Dumfries and Galloway Constabulary  
<http://www.dumfriesandgalloway.police.uk/aboutUs/ourDocs/perform/quadrant/20.pdf>

Fife Constabulary  
[http://www.fife.police.uk/PDF/annualreport2008\\_09.pdf](http://www.fife.police.uk/PDF/annualreport2008_09.pdf)

Grampian Police  
<http://www.grampian.police.uk/Pdf/Quarterly%20Annual%20Report%20to%20JPB%20Q4%200809%20Version%209%20230609.pdf>

Lothian and Borders Police  
[http://www.lbp.police.uk/publications/2009/LBP\\_AnnualReport.pdf](http://www.lbp.police.uk/publications/2009/LBP_AnnualReport.pdf)  
[http://www.lbp.police.uk/publications/2009/Force\\_Stats\\_08091\\_v1.1.pdf](http://www.lbp.police.uk/publications/2009/Force_Stats_08091_v1.1.pdf)

Northern Constabulary  
<http://www.northern.police.uk/Public-Performance-Reports/ppr-2008-09.pdf>

Strathclyde Police  
<http://www.strathclyde.police.uk/index.asp?docID=583>

Tayside Police  
<http://www.tayside.police.uk/forcepub/annualreport2008-2009.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 2009

The Scottish Government Police and Community Safety Directorate collates financial information on police grant earning expenditure and income for the police service in Scotland. While the information for the year 2008-09 is not currently available, 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](mailto:ann.tocher@scotland.gsi.gov.uk)



## APPENDIX 5 GLOSSARY

ACPOS	Association of Chief Police Officers in Scotland
CBE	Commander of the Order of the British Empire
CoSLA	Convention of Scottish Local Authorities
CPP	Community Planning Partnership
CT	Counter-terrorism
DipPSLM	Diploma in Police Service Leadership and Management
EFQM	European Foundation for Quality Management
HMCIC	Her Majesty's Chief Inspector of Constabulary for Scotland
HMIC	Her Majesty's Inspector of Constabulary
HMICS	Her Majesty's Inspectorate of Constabulary for Scotland
HMIE	Her Majesty's Inspectorate of Education
ICT	Information and Communication Technology
MBE	Member of the Order of the British Empire
MICDU	Major Investigation Co-ordination and Development Unit
MOPI	Management of Police Information
NIM	National Intelligence Model
NPJA	National Policing Improvement Agency
NPFTC	National Police Firearms Training Curriculum
PSCCR	Protective Service Capability and Capacity Review
PTBA	Personnel and Training Business Area
QPM	Queen's Police Medal
SCC	Strategic Command Course
SCDEA	Scottish Crime and Drug Enforcement Agency
SCDS	Scottish Careers Development Service
SCiAT	Scottish Centre for Intelligence and Analyst Training
SCQF	Scottish Credit and Qualifications Framework
SOA	Single Outcome Agreement
SOC	Serious Organised Crime
SOCA	Serious Organised Crime Agency
SOCG	Serious Organised Crime Group
SPC	Scottish Police College
SPF	Scottish Police Federation
S-PNAC	Senior Police National Assessment Centre
SPPF	Scottish Policing Performance Framework
SPSA	Scottish Police Services Authority
SPVEU	Scottish Preventing Violent Extremism Unit
SQA	Scottish Qualifications Authority
SSA	Scottish Strategic Assessment
SSC	Systematic Scrutiny Check
SSTCG	Scottish Strategic Tasking and Co-ordination Group
SWIA	Social Work Inspection Agency