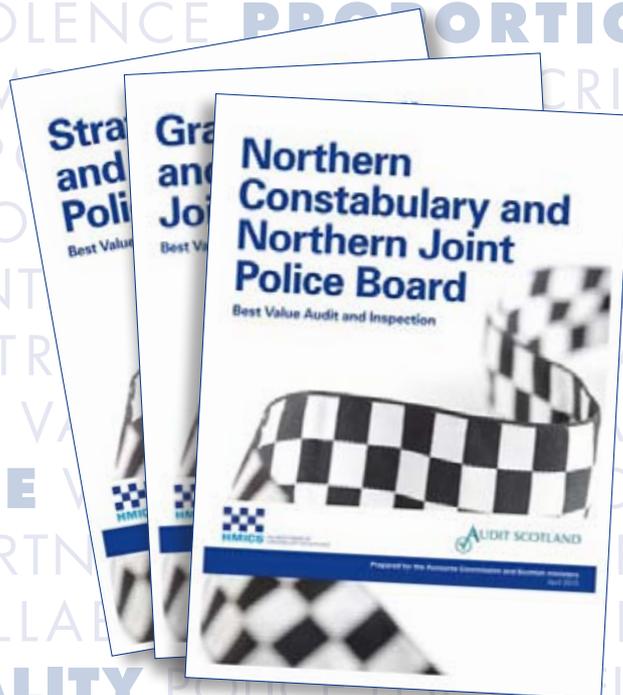


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“Police forces in Scotland have been well run, benefit from strong leadership and are delivering better services with increasing efficiency.”

“Communities and members of the public across Scotland have strong and growing confidence in policing in Scotland.”

I am pleased to present my first annual report as Her Majesty's Inspector of Constabulary for Scotland, having taken up post in December 2010.

Through the period 1 April 2010 to 31 March 2011, and in the context of the fiscal challenges presented within that period, I can report that police forces in Scotland have been well run, benefit from strong leadership and are delivering better services with increasing efficiency. Equally importantly, there is sound evidence that communities and members of the public across Scotland have strong and growing confidence in policing in Scotland.

My report aims to provide commentary on the state and efficiency of policing in Scotland over the 2010/11 period and to reflect that within the context of each of the police forces and the common police services that constitute Scottish policing. In doing so, the report endeavours to provide an overview of the complexities of policing and the challenges faced during the year. Importantly, observation is made on the significant innovations that have been developed and driven forward over the year. I have also highlighted the key recommendations made by HMICS (and others) which aim to set an agenda for continuous improvement and to which the service has shown significant commitment.

That said, the nature of inspection and audit is one which is predisposed to highlighting weakness and areas for improvement. That, in itself, should not detract from the significant achievements that have been delivered by policing in Scotland and which lead to the significant headlines signalling a reduction in crime to its lowest level in 30 years and to the continuing upward trend in public confidence.

However this performance has been achieved during a period of increasing funding, with resources at an historic high. That resourcing trend is unlikely to continue. Policing in Scotland must respond to the changing financial environment. Coupled with developing agendas for public sector and policing reform, Scottish policing faces its most challenging period.

There is no doubt that the current performance of the police service in Scotland sets the bar at a very high level, and with those significant financial and structural changes on the horizon it is imperative that the process of reform is fully considered; well supported; that expectations are appropriately managed; and that performance and delivery are monitored and challenged.

In the year gone by, we have completed the transition from a cyclical programme of external scrutiny to one centred on self-evaluation (as recommended in the Crerar review¹), resulting in inspections that are risk based and proportionate. That has been helpful in delivering a programme of inspection activity designed to monitor and improve current policing arrangements in pursuit of our vision, to ensure an accountable, effective and efficient policing service for the people of Scotland.

¹ [Report of the Independent Review of Regulation, Audit, Inspection and Complaints Handling of Public Services in Scotland.](#)

“However this performance has been achieved during a period of increasing funding, with resources at an historic high. That resourcing trend is unlikely to continue. Policing in Scotland must respond to the changing financial environment. Coupled with developing agendas for public sector and policing reform, Scottish policing faces its most challenging period.”

My thanks go to my predecessor Bill Skelly for his endeavours in progressing that change during his time in office and to the many partners with whom we have worked with over the year in delivering our inspection programme.

Building on those developments, our challenge now is to continue to work with others to monitor and support both the ongoing delivery of policing services to the public of Scotland and the programme of police reform as it shapes policing in Scotland in the years ahead.

Andrew Laing

Her Majesty's Inspector of Constabulary for Scotland

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Who we are

“To ensure our independence, the inspector of constabulary sits outside of the civil service and is not a serving police officer. Instead, he or she is appointed by royal warrant. Staff who work in HMICS carry with them that independence during their inspection activities.”

Her Majesty's Inspectorate of Constabulary for Scotland exists to monitor and improve the police service in Scotland. This follows a long tradition dating back to our formation in 1857 when the role of the inspectorate was to “render more effectual the Police in Counties and Burghs of Scotland”.

The duty of inspectors of constabulary is to inquire into any matter concerning or relating to the operation of a police force or of police forces generally including their state and efficiency. To ensure our independence, the inspector of constabulary sits outside of the civil service and is not a serving police officer. Instead, he or she is appointed by royal warrant. Staff who work in HMICS carry with them that independence during their inspection activities.

Given the complexity, diversity and the scale of the challenge that policing faces from local to national risks, routine to specialist response, enforcement of the law to prevention of crime and promotion of community well-being, it is essential that we are able to draw on an equally wide range of relevant expertise. To this end, our staff comprise a mix of police officers, police and government staff as well as members of partner agencies. This diversity brings a richer and broader perspective to our work and provides a valuable return to those who are seconded to us and their donating organisations.

Where projects require additional resources we take on shorter-term attachments from forces or other public or private sector organisations. For example, for the past two years we have had a seconded member of staff from Audit Scotland.

What we do

We work with police forces, police authorities and the Scottish Government as well as all others with an interest in Scottish policing, with the overarching aim of improving the value of policing services delivered in Scotland. This is consistent with our vision of ensuring an accountable, effective and efficient policing service for the people of Scotland.

Our work is predominantly focused on three key areas:

- self-evaluation (developing, supporting and monitoring the process used by police forces to assess their activities and performance);
- inspection of policing themes ('thematics'), making recommendations for improvement and identifying good practice; and
- Best Value audit and inspection.

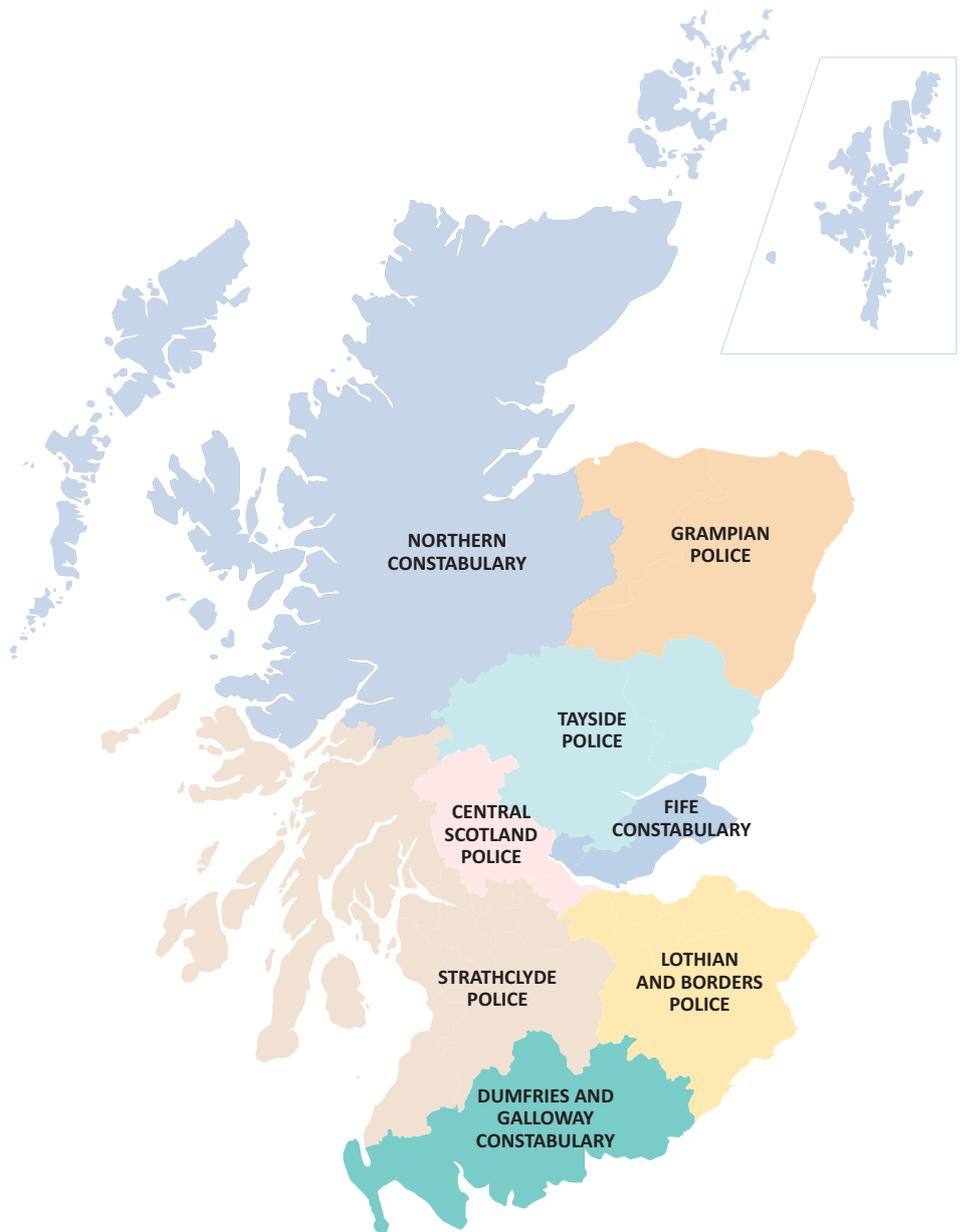
The evidence we gather through our inspections allows us and others to identify areas where efficiency and effectiveness can be further improved, promote continuous improvement generally and highlight good practice.

During 2010/11 we have continued to achieve the objectives set out in our 2009/11 corporate plan. These include driving forward a self-assessment programme to promote continuous improvement; delivering a programme of thematic inspections and joint Best Value audits and inspections; making recommendations that focus on promoting better practice; providing independent advice to Ministers, police board members, and police forces and services; and

sharing our findings and identified good practice with our stakeholders. Many of these objectives remain relevant to our 2011/13 corporate plan².

Who we inspect

We inspect the eight police forces in Scotland and their respective police authorities and joint police boards³. We are also responsible for examining the constituent parts of the Scottish Police Services Authority (SPSA), also referred to as the common police services, which provide expert support for Scotland's police service and criminal justice organisations. The bodies that make up the SPSA are the Scottish Police College (SPC), forensic services, IT support and criminal records, and the Scottish Crime and Drug Enforcement Agency (SCDEA). At the direction of Ministers, we may also inspect the SPSA as a corporate body.



² [HMICS Corporate Plan 2011/13](#)

³ Police authorities and joint boards are made up of locally elected members and provide an important oversight, accountability and scrutiny role in relation to force performance, complaints about the police and allocation of budgets and finance to ensure that the chief constable is able to police the area effectively and efficiently.

How we monitor and inspect policing in Scotland

Self-evaluation

Rigorous self-evaluation helps public bodies to achieve Best Value and continuous improvement, and demonstrate the positive outcomes that they are achieving. In recognising the importance of self-evaluation we also recognise the need for balance and proportionality in our own inspection activity, and it is the results of forces' self-evaluation that help us focus our work on those areas most in need of external scrutiny.

Best Value audits and inspections of police forces and boards

Under the provisions of the Local Government in Scotland Act 2003, both we and the Accounts Commission have the power to examine Best Value in police authorities and joint police boards. These bodies represent one leg of the tripartite governance structure for the police service in Scotland⁴, the others being the chief constables of each force and the Scottish Government.

Best Value is concerned with continuous improvement, seeking an appropriate balance between the quality of services and the costs of providing them. Our activity focuses on improving outcomes for service users and the wider community. During 2010/11 in partnership with Audit Scotland we published or undertook Best Value audits and inspections of Northern Constabulary and Northern Joint Police Board, Grampian Police and Grampian Joint Police Board, and Strathclyde Police and Strathclyde Police Authority. We refer to the conclusions and findings of these inspections in our individual force commentaries in following sections.

Thematic inspections

We select 'themes' for our inspections by considering the outcomes of forces' self evaluations and by consulting our staff and our various partner organisations and stakeholders including the Association of Chief Police Officers in Scotland (ACPOS), police authorities and boards and the Scottish Government. We are also alert to any areas of particular public or national concern and to the three principles of the Government's protocols that require public sector scrutiny to:

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

Depending on the subject matter, we often choose to conduct these inspections jointly with other organisations. This year we conducted an inspection of the 'prepare' aspect of multi-agency efforts to counter international terrorism in the UK, with NHS Quality Improvement Scotland and the Scottish Fire and Rescue Advisory Unit. In addition we carried out the first of our inspections on the experience of victims in the criminal justice system in conjunction with the Inspectorate of Prosecution for Scotland (IPS).

We also have a member of staff seconded to Social Care and Social Work Improvement Scotland (SCSWIS) who is involved in child protection inspections and supporting improvement within and across those services that focus on improving outcomes for vulnerable children.

“During the early part of 2011 we further developed the role of our inspection managers in providing independent advice to forces and the SPSA as well as to the police authorities and police joint boards who hold chief constables to account for their respective forces' performance and inspection recommendations.”

⁴ A tripartite arrangement exists for the accountability for the police service in Scotland. Scottish Ministers have powers to make regulations for the governance and administration of police forces and promotion of their efficiency. Police Authorities and Joint Police Boards are responsible for setting police budgets and ensuring that best value is attained for the public purse. Chief Constables are responsible for the operational aspects of policing within their force areas.

Advice and liaison

In addition to our inspection activity, members of HMICS participate in a wide spectrum of groups ranging from the nationally strategic and multi-agency, such as the Scottish Policing Board and parliamentary committees, to the policing business area groups and subgroups of ACPOS. During the early part of 2011 we further developed the role of our inspection managers in providing independent advice to forces and the SPSA, as well as to the police authorities and police joint boards who hold chief constables to account for their respective forces' performance and inspection recommendations.

Our user focus

Our work is intended to help bring about better outcomes for users of police services and the Scottish public generally. The Public Services Reform Scotland Act 2010 imposes a statutory duty on inspection bodies to involve users of the services they scrutinise in designing, conducting and overseeing their work⁵.

We recognise that policing in Scotland is carried out with the consent of the public and that our work in scrutinising policing and police support services is carried out on the public's behalf. During 2010 we formed an Independent Advisory Group of representatives from a variety of backgrounds and agencies who were able to bring their experience and expert knowledge of the private, public and voluntary sectors to bear on our work. In addition, we began a programme of activity with Consumer Focus Scotland to develop ways of increasing our engagement with service users and further involve them in our activities.

⁵ [Public Services Reform \(Scotland\) Act 2010 Part 8](#)

PUBLIC VALUE SUSTAINABLE POLICING RESTRUCTURE

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CHAPTER 2

THE STATE AND EFFICIENCY OF POLICING IN SCOTLAND

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National commentary

Overall, I can report that the Scottish police service is performing well. During 2010/11 Scottish policing received a total revenue budget of £974.6m and spent £956.1m⁶, making savings of £18.5m. During this period Scottish forces made total efficiency savings of £80.3m against a target of £51.7m⁷, a significant proportion of this being reinvested in front-line services and in improving community policing across Scotland. In addition, public satisfaction, confidence and attitudes to police in local communities are continuing to show upward trends, as can be seen from the Scottish Policing Performance Framework⁸ and the Scottish Crime and Justice Survey 2009/10⁹, while reported crime is at its lowest in Scotland for 32 years. The total number of police officers in Scotland is 17,263¹⁰ with forces continuing to achieve the Scottish Government's commitment to funding an additional 1,000 police officers.



Moreover, this performance has been sustained despite additional challenges placed upon Scottish forces and the common police services that support them. These have included the extremes of weather that affected transport routes and networks across the country, the state visit of Pope Benedict XVI, the Open Golf Championship, the co-ordination of a UK wide counter-terrorism exercise, and the emerging debate around policing reform.

In addition, much good practice has been evident and it is worthy of comment that sixty-three initiatives were recognised at the Scottish Policing Awards 2010. These awards celebrate examples of innovation and partnership working that have made communities safer, improved efficiency and criminal justice working and enhanced the quality of service experienced by Scottish communities. From the widespread interest that has been shown in this broad spectrum of developments in policing practice it is evident that Scottish policing continues to be held in high regard both nationally and internationally.

From their activities in 2010/11, it is clear that forces are determined to maintain front-line services for the benefit of local communities, and I am satisfied that the police service in Scotland is committed to continuous improvement. It is my expectation that Scottish policing will continue to lead and drive this agenda and rise to the challenge of reforms that are likely to take place in the years ahead.

“It is clear that forces are determined to maintain front-line services for the benefit of local communities, and I am satisfied that the police service in Scotland is committed to continuous improvement.”

⁶ Force revenue budget figures supplied by the Association of Chief Police Officers Scotland, Financial Management Business Area – these figures are still subject to verification by Audit Scotland.

⁷ Scottish Police Efficiency Statement 2010/11 supplied by the Association of Chief Police Officers Scotland, Financial Management Business Area – these figures are still subject to verification by COSLSA. Efficiency savings are a total of cash releasing efficiencies (savings realised when the same service or function is delivered at a reduced cost) and time releasing efficiencies (efficiencies which allow better delivery of services for the same cost). Efficiency is therefore not about making cuts, it is about boosting productivity, increasing value for money and ultimately improving service delivery.

⁸ <http://www.acpos.police.uk/SPPF/Index.html>

⁹ <http://www.scotland.gov.uk/Publications/2010/11/01090437/0>

¹⁰ Police officer quarterly strength statistics 31 March 2011 – <http://www.scotland.gov.uk/Topics/Statistics/Browse/Crime-Justice/TrendPolice>

Through the findings of our inspection activity we have identified areas for improvement and made a number of recommendations to forces, police boards and authorities, the Association of Chief Officers Scotland (ACPOS), the Scottish Government and partner agencies, progress against which we continue to monitor. These are set out in more detail in the remainder of this chapter.

Victims in the criminal justice system¹¹

In 2001, the Scottish Government launched a Scottish Strategy for Victims¹² with three main objectives: to ensure that information is provided to victims; to ensure that victims receive emotional and practical support; and, to achieve victims' greater participation in the criminal justice system. Both the police and the Crown Office and Procurator Fiscal Service (COPFS) committed to the Strategy, which formed the basis for this thematic inspection conducted jointly with the Inspectorate of Prosecution in Scotland.

The first phase of the inspection focused on victims of summary crimes¹³ (less serious criminal offences) not resulting in court proceedings. These represent the majority of victims of crime in Scotland. In addition to confirming the validity of the Strategy's three objectives, our findings suggested that criminal justice agencies were too often predisposed to consider victims in terms of the court process and their potential role and needs as witnesses, rather than as victims in their own right. Furthermore, whilst new approaches have been developed to provide services to victims of more serious crimes or those who are clearly vulnerable in some other way, there remains little provision for the majority of victims whose crimes are less serious and who are not likely to be called to court as a witness.



Anyone can be a victim of crime

If you have been affected by crime in Scotland or you know someone who has, this website can help you. This website gives information about the criminal justice system as well as how to get help and advice.

If you are a witness to a crime, more information is available from the [Witnesses in Scotland](#) website.



Support & advice	Reporting a crime	The Justice Process
<p>This section gives you information about voluntary organisations that can give you help, support and advice. It also explains the role of public sector agencies, such as the police. The standards of service you should expect to receive from the organisations you may come across in the criminal justice system are also explained. Specialised advice may also be found here for victims of particular crimes.</p> <ul style="list-style-type: none"> Voluntary organisations that may be able to help Other sources of advice Specialised advice for victims of particular crimes Standards of service you should expect to receive 	<p>This part explains why you should consider reporting a crime and the process of doing so. It also explains how the crime will be investigated. If you choose not to report a crime, this section explains that support is still available for you.</p> <ul style="list-style-type: none"> The importance of reporting a crime How to report a crime What happens if you do not report a crime What happens after a crime is reported What happens after you have been interviewed What happens if you are harassed 	<p>The criminal justice process can seem to be very complicated. This section is broken down into different parts that explain what may happen to you. A diagram is included to help to illustrate this.</p> <ul style="list-style-type: none"> A step-by-step guide to the Justice Process What happens if a suspect is arrested What happens in the prosecution process What happens during the court stage What happens after a verdict is reached The Youth Justice Process Victims Policy <p>What happens when you report a crime</p> <p>Use the step-by-step guides to see how the justice process works if the crime was committed by:</p> <ul style="list-style-type: none"> A young person (under 16) An adult (over 16)

A number of recommendations are now being progressed by forces, ACPOS, the Scottish Government and partner agencies, which we will monitor and revisit in due course. The following were directed at Scottish forces collectively:

- We recommend that all forces (and the Crown Office and Procurator Fiscal Service) maintain a high level of supervision and monitoring of domestic abuse cases in line with the joint protocol and other related policies.

¹¹ <http://www.scotland.gov.uk/Publications/2010/10/08133638/0>

¹² <http://www.scotland.gov.uk/Publications/2001/01/7963/File-1>

¹³ <http://www.scotcourts.gov.uk/library/publications/docs/glossary.pdf>

- We recommend that all forces (and the Crown Office and Procurator Fiscal Service) reach agreed protocols about which agency provides information at different stages of cases to ensure that all victims have basic information about the progress of the case in which they are involved and who/where to contact for further information they require.
- We recommend that all forces (the Crown Office and Procurator Fiscal Service and the Scottish Government) should ensure that their approaches to dealing with victims pursuant to the Victims Strategy recognise that the majority of victims' cases will not proceed to court and will not receive the focus and support that the status of being a witness attracts.

Contest 'Prepare'

This joint inspection was conducted with NHS Quality Improvement Scotland and the Scottish Fire and Rescue Advisory Unit. Its purpose was to examine the 'prepare' aspect of multi-agency efforts to counter international terrorism in the UK. The sensitive nature of the subject matter means that the report cannot be made publicly available. However, we are pleased to say that our findings were largely positive. Considerable progress has been made in recent years, and our recommendations were mainly concerned with areas for further improvement, rather than revealing any fundamental weaknesses. We have shared our findings with forces, police authorities and joint boards as well as relevant partner agencies, and we will continue to monitor progress against our recommendations.

Police National Computer audit¹⁴

The Police National Computer (PNC) is the primary police computer system in the UK. It holds details of people, vehicles, crimes and property that can be electronically accessed 24 hours a day by the police and other criminal justice agencies. The information is shared through a secure network and is also electronically linked to a number of other databases used in public protection and law enforcement.

In 2005, an inspection of all Scottish forces resulted in 97 recommendations. A review inspection four years later found that whilst progress had been made, some areas for improvement remained outstanding. Force-specific areas for improvement were documented in individual reports submitted to each force. In addition, a national overview report identified a number of Scotland-wide improvement themes around leadership and strategic direction, partnerships, preventing system abuse, performance results, impending prosecutions and national weeding policy.

The Association of Chief Police Officers Scotland and the SPSA have been asked to consider these national themes in conjunction with the Crown Office and Procurator Fiscal Service and the Scottish Courts Service. We will continue to observe national developments and monitor the progress made by ACPOS and SPSA through our future inspection programme.

¹⁴ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2010/PNCnreport>

Crime audit¹⁵

It is important that people report criminal incidents to the police and that the police subsequently record these accurately. Not only does this help to ensure that individual incidents are properly dealt with, it also assists in establishing a wider picture of the scale and nature of crime and the resources needed to tackle it.

Individually and nationally, police forces and APCOS invest considerable time and effort in producing analyses of crime to inform decisions on what needs to be prioritised in order to enhance community safety. It is imperative, therefore, that these analyses and the decisions that flow from them are based on the most accurate picture of crime possible. The standard for crime recording that ACPOS introduced in 2004¹⁶, which is aimed at providing a more consistent and victim-orientated approach throughout Scotland, underpins these efforts.

During 2010, we conducted crime audits of all Scottish forces and the British Transport Police (BTP). This involved assessing the accuracy and robustness of forces' own internal crime audits of compliance with the Scottish crime recording standard. We also examined unaudited samples of records for three specific crime types, namely domestic abuse, vandalism and minor assault. All three are relatively high volume crime types that fall within the Scottish police service's "very high" priority areas of violence and anti-social behaviour, as assessed by the Scottish strategic assessment¹⁷.

Our findings for the internal crime audits showed that all forces exceeded the overall 95% compliance target set by ACPOS. Amongst the three sets of incident types we examined, some forces scored consistently well here too. For others we highlighted some specific areas for improvement concerning recording and quality assurance in the crime recording process.

Findings relating to individual forces are summarised in the relevant force sections. We continue to follow-up force and national responses to these audits and will return to this subject in our future inspection programme.

Best Value audit and inspections of forces

During 2010/11 we published or conducted Best Value audits and inspections of Northern Constabulary and Northern Joint Police Board, Grampian Police and Grampian Joint Police Board and Strathclyde Police and Strathclyde Police Authority, in conjunction with Audit Scotland. These inspections examine both service performance and the progress the force is making in delivering its strategic outcome objectives. In doing so we apply the Best Value framework developed for local authorities which describes the characteristics¹⁸ from which performance criteria can be established to subsequently inform our judgments.

¹⁵ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/CrimeAuditreports>

¹⁶ [The Scottish Crime Recording Standard, ACPOS \(2004\).](#)

¹⁷ The Scottish Strategic Assessment is an overview of current and long-term matters involving criminality and community safety, compiled through evidential analysis of information and intelligence.

¹⁸ Best Value characteristics can be found at <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/hmics-work/BVreports/BVauditguidance>



Kevin Smith QPM
Chief Constable



Cllr George Matchett
QPM Convener

1. Force profile

Central Scotland Police serves a population of approximately 291,760 and covers some 1,016 square miles of mixed urban and rural areas containing one of the biggest petrochemical complexes in Europe. There are two territorial area commands, one of which covers the local authority areas of Stirling and Clackmannanshire, the other having the same boundaries as those of Falkirk Council. The force has 883 police officers, 362 police staff and 90 special constables.¹⁹

In the past 12 months the force has undertaken a number of complex and extensive investigations, including the murder of Alva man Barry Bradley, the abduction and assault of a schoolgirl in Clackmannanshire and investigations into the use of the internet to groom and abuse young people, a significant, new and demanding area for the force. In addition to detections and convictions resulting from these enquiries, the force has been successful in targeting serious organised crime groups and promoting partnership operations aimed at reducing anti-social behaviour, whilst achieving the lowest levels on record for the force in relation to deaths and injuries on the roads.

2. Force performance

1. Performance against budget 2010/11 (£ millions)²⁰

2010/11 budget allocated	49.7m
2010/11 budget spent	49.4m
Comment: Central Scotland Police made budget savings of £0.3m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)²¹

2010/11 target	2.5m
2010/11 achieved	2.8m
Comment: Central Scotland Police has continued to achieve and exceed its efficiency savings targets over the last three years.	

¹⁹ All force profile data has been obtained from ACPOS Police Service in Scotland Report 1 April 2010 to 31 March 2011, <http://www.acpos.police.uk/SPPF/Index.html>

²⁰ All force revenue budget figures have been provided by the Association of Chief Police Officers Scotland, Financial Management Business Area and are subject to verification by Audit Scotland.

²¹ Scottish Police Efficiency Statement 2010/11 supplied by the Association of Chief Police Officers Scotland, Financial Management Business Area - these figures are still subject to verification by COSLA.

3. Public satisfaction 2010/11²²

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases ²³
2010/11	74.8%	211	26
2009/10	77.2%	243	65
Change	-2.4 percentage points	-13.2%	-60.0%

Comment: Central Scotland Police has shown a small decrease in overall user satisfaction (the Scottish average for 2010/11 is around 80%); a larger than average drop in complaints about police officers and staff (the Scottish average change is -8.3%); and a considerable fall in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).

4. Recorded crime 2010/11²⁴

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	417	390	7,885	4,548	3,600
2009/10	357	404	7,505	4,766	3,695
Previous 3-year average	433	398	7,953	5,590	4,159
% change 10/11 on previous 3-year average	-3.7%	-2.0%	-0.9%	-18.6%	-13.4

Comment: Central Scotland Police has recorded reductions in all categories of crime against the previous three-year average, consistent with trends for Scotland as a whole.

5. Detection rates 2010/11²⁵

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	96.4%	74.9%	49.9%	37.6%	99.1%
2009/10	96.6%	74.0%	50.3%	36.5%	100.3%
Previous 3-year average	96.5%	84.9%	48.9%	36.8%	99.6%
% point difference on previous 3-year average	-0.1	-10.0	1.0	0.8	-0.5
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Central Scotland Police detection rates are higher than the Scottish average in all crime categories.

²² All force public satisfaction data has been taken from the ACPOS Police Service in Scotland Report 1 April 2010 to 31 March 2011, <http://www.acpos.police.uk/SPPF/Index.html>.

²³ The number of closed allegations refers to the total number of allegations contained within a complaint once investigation into it has been completed.

²⁴ All force recorded crime data has been obtained from ACPOS Police Service in Scotland Report 1 April 2010 to 31 March 2011, <http://www.acpos.police.uk/SPPF/Index.html>

²⁵ All force crime detection rate data has been obtained from ACPOS Police Service in Scotland Report 1 April 2010 to 31 March 2011, <http://www.acpos.police.uk/SPPF/Index.html>

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Community engagement. The force has developed its website to include pages called "My Area" which contain details of the community police officers assigned to individual areas and information of interest. The amount of information delivered in this manner has increased significantly, with 25,000 items being presented in one sub-area command between January and April 2011. In addition to on-line viewing of messages on the website, web entries are being regularly used for articles in the local media, significantly extending the audience reached.

Springboard programme. As a result of the under-representation of females in specialist areas of policing, senior ranks and managerial staff positions, the 'Springboard' women's development programme was rolled out to female officers and police staff with the aim of improving self-confidence and personal skills. The programme is linked to the force's first-line leadership and supervisory skills course for police staff, to provide personal development and the practical skills and knowledge needed to compete for more senior posts. There is early evidence of higher levels of participation in promotion processes, and of officers and staff seeking entry to specialist posts or pursuing alternative career progression routes, as well as positive feedback from participants.

Young runaways project. This is an innovative multi-agency service which is aimed at safeguarding children and young people across the force who are at risk of going missing from home or care or who are already doing so. The project involves obtaining relevant information about the circumstances of them running away and providing the young person with an opportunity to address and share concerns they may have through a welfare interview. The initiative is also designed to prevent new runaways from becoming more vulnerable and to deter them from becoming involved in criminal behaviour by addressing the difficulties experienced by the young person before a pattern can emerge.

Internet safety. An Internet Safety seminar was held attracting in excess of 1,000 people through the use of innovative marketing techniques including advertising on the Mumsnet webpage and Facebook. Various speakers included a senior investigator for grooming offences, the area procurator fiscal and a senior representative from the Women's Support Project who delivered presentations on the dangers of the internet. Feedback from those who attended the event was extremely positive.

Scottish Policing Awards 2010

Making communities safer

- Public Protection Unit – **commended**
- Falkirk North communities team – **commended**
- Clackmannanshire road safety initiative – **commended**
- Operation Defender – **outstanding contribution**
- Strathyre road safety initiative – **outstanding contribution**

Quality of service

- Policing the Falkirk cruise event – **commended**
- Young runaways project – **highly commended**

Working more efficiently

- Shared recruitment service pilot – **highly commended**
- The positive changes team – **outstanding contribution**

Making justice work

- Operation Goalie – **outstanding contribution**
- Operation Vanguard – **outstanding contribution**

4. Inspection findings

Crime audit

- We recommend that for domestic abuse, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that in order to minimise the risk of incorrect data reducing the quality of intelligence on domestic abuse, the force implement procedures to improve the accuracy of recording domestic incidents on its command and control system.
- We recommend that for vandalism, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

Central Scotland Police was not subject to a Best Value audit and inspection during 2010/11. The projected date of its inspection is January 2012.

PUBLIC PROTECTION **ALCOHOL** PUBLIC VALUE SUSTAINABLE
PO **DUMFRIES AND GALLOWAY** BEST VALUE
AN **CONSTABULARY** ON **CRIME**
VIC TION E-CRIME
DR VISIBILITY
ACCOUNTABILITY REFORM PRIORITIES COLLABORATION EFFICIENCY
VIOLENCE PROPORTIONALITY **PUBLIC PROTECTION**
ROADS POLICING POLICE USE OF FIREARMS PARTNERSHIP
PROCEEDS OF CRIME ROAD SAFETY POLICING **GOVERNANCE**
PUBLIC REASSURANCE **TERRORISM** WORKING POLICING
PUBLIC PROTECTION **ALCOHOL** PUBLIC VALUE SUSTAINABLE
POLICING RESTRUCTURE HIGH RISK OFFENDERS BEST VALUE
ANTI-SOCIAL BEHAVIOUR PUBLIC SATISFACTION **CRIME**
VIOLENCE LEADERSHIP INDEPENDENCE CHILD PROTECTION E-CRIME
DRUGS COMPLAINTS DIVERSITY DISORDER VISIBILITY
ACCOUNTABILITY REFORM PRIORITIES COLLABORATION EFFICIENCY
VIOLENCE PROPORTIONALITY **PUBLIC PROTECTION**
ROADS POLICING POLICE USE OF FIREARMS PARTNERSHIP
PROCEEDS OF CRIME ROAD SAFETY POLICING **GOVERNANCE**
PUBLIC REASSURANCE **TERRORISM** WORKING POLICING
PUBLIC PROTECTION **ALCOHOL** PUBLIC VALUE SUSTAINABLE
POLICING RESTRUCTURE HIGH RISK OFFENDERS BEST VALUE
ANTI-SOCIAL BEHAVIOUR PUBLIC SATISFACTION **CRIME**
VIOLENCE LEADERSHIP INDEPENDENCE CHILD PROTECTION E-CRIME
DRUGS COMPLAINTS DIVERSITY DISORDER VISIBILITY
ACCOUNTABILITY REFORM PRIORITIES COLLABORATION EFFICIENCY
VIOLENCE PROPORTIONALITY **PUBLIC PROTECTION**
ROADS POLICING POLICE USE OF FIREARMS PARTNERSHIP
PROCEEDS OF CRIME ROAD SAFETY POLICING **GOVERNANCE**
PUBLIC REASSURANCE **TERRORISM** WORKING POLICING
PUBLIC PROTECTION **ALCOHOL** PUBLIC VALUE SUSTAINABLE
POLICING RESTRUCTURE HIGH RISK OFFENDERS BEST VALUE
ANTI-SOCIAL BEHAVIOUR PUBLIC SATISFACTION **CRIME**
VIOLENCE LEADERSHIP INDEPENDENCE CHILD PROTECTION E-CRIME



Pat Shearer QPM
Chief Constable



Cllr. Ian Blake
Convener



1. Force profile

Dumfries and Galloway Constabulary is Scotland's smallest force in terms of residential population, serving approximately 148,510 people. Nevertheless, at 2,649 square miles it covers the fourth largest geographical area, taking in the busy ferry ports of Stranraer and Cairnryan. The force is divided into two operational policing divisions – Galloway division and Dumfries division and has 511 police officers, 260 police staff and 130 special constables.

The force's large rural area brings with it the particular challenges around the nature of crimes committed and the complexities of investigation associated with dispersed communities. Bogus caller crimes and thefts of scrap metal, diesel and heating oil, whilst more prevalent, are hugely impactful on individuals and the local economy. The force's emergency response was tested when a rapid reduction in temperatures during the severe winter weather resulted in widespread black ice with 40 road crashes being reported within the force area during a two hour period.

Amongst its achievements during the year the force has completed a number of successful operations against serious organised crime groups. These include a partnership operation to dismantle a network supplying contaminated heroin to the force area and the seizure of 3,000 cannabis plants in a factory sized cultivation. It has also been successful in targeting anti-social behaviour and has experienced significant reductions in both the numbers of drunk drivers detected and road deaths recorded in the force area.

2. Force performance

1. Performance against budget 2010/11 (£ millions)	
2010/11 budget allocated	27.8m
2010/11 budget spent	27.4m
Comment: Dumfries and Galloway Constabulary made budget savings of £0.4m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)	
2010/11 target	1.5m
2010/11 achieved	1.9m
Comment: Dumfries and Galloway Constabulary has continued to achieve and exceed its efficiency savings targets over the last three years.	

3. Public satisfaction 2010/11

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	89.2%	162	82
2009/10	83.7%	163	90
Change	5.5 percentage points	-0.6%	-8.9%

Comment: Dumfries and Galloway Constabulary has shown an increase in overall user satisfaction (the Scottish average is around 80%); a small decrease in complaints about police officers and staff (the Scottish average change is -8.3%); and a fall in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	128	92	2,735	1,957	1,854
2009/10	114	85	2,618	2,247	1,886
Previous 3-year average	140	114	2,784	2,609	1,986
% change 10/11 on previous 3-year average	-8.6%	-19.3%	-1.8%	-25.0%	-6.6%

Comment: Dumfries and Galloway Constabulary has recorded reductions in all categories of crime against the previous three-year average, consistent with trends for Scotland as a whole.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	95.3%	78.3%	60.1%	49.5%	99.5%
2009/10	86.8%	68.2%	54.4%	65.5%	98.8%
Previous 3-year average	85.7%	78.1%	54.2%	50.2%	99.1%
% point difference 10/11 on previous 3-year average	9.6	0.2	5.9	-0.7	0.4
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Dumfries and Galloway Constabulary's detection rates are higher than the Scottish average in all crime categories.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Customer feedback. A review of performance during 2009 highlighted that improvements could be made to how feedback is given to people reporting incidents and crimes to the force. Consequently the force has published formalised 'standards of service' that members of the public can expect when contacting the force. As a result, satisfaction rates have improved and non-emergency calls have gone down. This in turn has raised capacity within the force's communications centre which is now being used to improve how other services in the operational environment are provided.

Big screen gaming. This partnership initiative involved the police, NHS and Dumfries and Galloway and Community Learning Development. Designed to reduce the anti-social behaviour and the misuse of alcohol, by young people, the initiative consisted of a series of events at towns throughout the region where young people from primary seven upwards were given the opportunity to meet and compete in a safe environment in sports and music games using the Nintendo Wii and large screens. The events also incorporated 'dry bars', alcohol awareness stalls and advice on sexual health and smoking.

Operation Resolve. This initiative involved officers identifying children in public places who were or had been consuming alcohol, and taking them to the local youth centre where they are joined by their parent or guardian. A combined approach from police, youth centre staff and Integrated Substance Services highlighted and impressed upon the young person the dangers associated with drinking alcohol. Children traced in the company of those drinking alcohol or where alcohol was present had a letter sent to their home advising parents of the circumstances in which they were found.

Do the Right Thing. Organised in conjunction with partner agencies including education services, NHS, the local authority anti-social behaviour team and crown office and procurator fiscal service, a number of classroom workshops were designed for S3 school pupils (13-14 years old) to cover various subjects including alcohol and drug awareness, anti-social behaviour, personal safety and sexual health.

Scottish Policing Awards 2010

Making Communities safer

- Big Screen Gaming **commended**
- Do The Right Thing **commended**
- Young Citizens Project **commended**
- Operation *Resolve* **commended**
- Primary 7 Positive Citizenship Award **commended**

4. Inspection findings

Crime audit

- We believe that the overall levels of compliance revealed by our audit reflect the robustness of operational crime recording practices and internal audit checks in Dumfries and Galloway Constabulary. Given its strong performance we made no specific recommendations to the force.

Best Value audit and inspection

Dumfries and Galloway Constabulary was not subject to a Best Value audit and inspection during our 2010/11 inspection programme. The projected date of its inspection is October 2011.

TACKLING CRIME PUBLIC PROTECTION PUBLIC VALUE
GC SA FIVE CONSTABULARY ST VALUE PUBLIC E-CRIME
INDEPENDENCE VISIBILITY
CHILD PROTECTION BEING THERE FOR THE COMMUNITY
COMPLAINTS DIVERSITY DISORDER DRUGS ACCOUNTABILITY
REFORM PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS OF CRIME
SAFER NEIGHBOURHOODS ROAD SAFETY SERIOUS CRIME
COMMUNITY TERRORISM POLICING ANTI-SOCIAL BEHAVIOUR PUBLIC
PARTNERSHIP WORKING POLICING ANTI-SOCIAL BEHAVIOUR
SUSTAINABLE POLICING BUILDING ON SUCCESS RESTRUCTURE
TACKLING CRIME PUBLIC PROTECTION PUBLIC VALUE
GOVERNANCE HIGH RISK OFFENDERS BEST VALUE PUBLIC E-CRIME
SATISFACTION VIOLENCE LEADERSHIP INDEPENDENCE VISIBILITY
CHILD PROTECTION BEING THERE FOR THE COMMUNITY
COMPLAINTS DIVERSITY DISORDER DRUGS ACCOUNTABILITY
REFORM PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS OF CRIME
SAFER NEIGHBOURHOODS ROAD SAFETY SERIOUS CRIME
COMMUNITY TERRORISM POLICING ANTI-SOCIAL BEHAVIOUR PUBLIC
PARTNERSHIP WORKING POLICING ANTI-SOCIAL BEHAVIOUR
SUSTAINABLE POLICING BUILDING ON SUCCESS RESTRUCTURE
TACKLING CRIME PUBLIC PROTECTION PUBLIC VALUE
GOVERNANCE HIGH RISK OFFENDERS BEST VALUE PUBLIC E-CRIME
SATISFACTION VIOLENCE LEADERSHIP INDEPENDENCE VISIBILITY
CHILD PROTECTION BEING THERE FOR THE COMMUNITY
COMPLAINTS DIVERSITY DISORDER DRUGS ACCOUNTABILITY
REFORM PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS OF CRIME
SAFER NEIGHBOURHOODS ROAD SAFETY SERIOUS CRIME
COMMUNITY TERRORISM POLICING ANTI-SOCIAL BEHAVIOUR PUBLIC
PARTNERSHIP WORKING POLICING ANTI-SOCIAL BEHAVIOUR
SUSTAINABLE POLICING BUILDING ON SUCCESS RESTRUCTURE
TACKLING CRIME PUBLIC PROTECTION PUBLIC VALUE



Norma Graham QPM
Chief Constable



Cllr. George Kay
Convener



1. Force profile

Fife is Scotland's smallest force in terms of geographical area, at just 513 square miles, but nevertheless takes in the university and golfing destination of St. Andrews as well as the port of Rosyth. Moreover, the population of this compact region is relatively sizeable, at approximately 363,400. The force's operational division operates across seven policing areas – North East Fife, Levenmouth, Glenrothes, Kirkcaldy, Cowdenbeath, Dunfermline and South West Fife. The force has 1,127 police officers, 527 police staff and 128 special constables.

Some of the challenges Fife Constabulary has faced during 2010/11 include the policing of the annual Links Market in Kirkcaldy, Europe's longest street fair, and the Open Golf Championships which attracted in excess of 240,000 visitors. In October 2010, a wide-ranging and complex murder investigation was launched following the death of Mohammed Naheem Siddique, which presented national and international dimensions not previously encountered by the force.

Achievements include an overall reduction in crime of 11%, a 23% reduction in anti-social behaviour and a record seizure of £3.6m of illegal drugs. Key to these successes has been the adoption of a policing style that has transformed service delivery, with communities and the police collaboratively shaping local policing priorities to tackle issues that communities feel affect them the most.

2. Force performance

1. Performance against budget 2010/11 (£ millions)	
2010/11 budget allocated	60.8m
2010/11 budget spent	58.5m
Comment: Fife Constabulary made budget savings of £2.3m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)	
2010/11 target	3.1m
2010/11 achieved	3.6m
Comment: Fife Constabulary has continued to achieve and exceed its efficiency savings targets over the last three years.	

3. Public satisfaction 2010/11

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	76.5%	284	108
2009/10	75.3%	340	70
Change	1.2 percentage points	-16.5%	54.3%

Comment: Fife Constabulary has shown an increase in overall user satisfaction (the Scottish average is around 80%); a marked decrease in the number of complaints about police officers and staff (the Scottish average change is -8.3%); and a noticeable rise in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%). The latter may be the result of training being given to all officers in the force involved in the investigation and management of complaints, during 2010/11.

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	463	602	9,229	5,199	3,175
2009/10	351	618	9,476	6,488	4,187
Previous 3-year average	460	553	10,487	7,658	4,361
% change 10/11 on previous 3-year average	0.7%	8.9%	-12.0%	-32.1%	-27.2%

Comment: Fife Constabulary has recorded a slight increase in violent crime, an increase in crimes of indecency and reductions in all other categories of crime against the previous three-year average.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	88.1%	82.4%	45.4%	37.7%	100%
2009/10	84.0%	64.7%	46.4%	34.9%	99.5%
Previous 3-year average	83.3%	71.6%	48.4%	35.0%	99.3%
% point difference 10/11 on previous 3-year average	4.8	10.8	-3.0	2.7	0.7
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Fife Constabulary's detection rates are higher than the Scottish average in all crime categories.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Operation LASER (Local Action Supporting Enforcement and Reassurance). This initiative was implemented to provide a high profile, intelligence-led response to community concerns regarding vandalism, public space disorder, proxy supply of alcohol to under 18s and drug misuse. It is predicated on an intelligence-gathering model, the evidence from which is used to support bids for additional resources to be targeted at areas of local concern. In support of this, police officers in back office roles are deployed in operational roles on Friday and Saturday evenings to tackle anti-social behaviour throughout Fife. There has been a marked increase in the amount of information from the public. Moreover the initiative has received widespread support from the community as well as having a positive impact on enhancing the quality of life in communities.

Force contact centre. A Best Value review of the force contact centre led to a reconfiguration of staffing profiles in order to create an enhanced Public Assistance Desk to deal with reported incidents at first point of contact whenever possible. It runs in tandem with the force's Managed Call Appointment System, which provides a scheduled appointment for lower priority incidents and crimes that are attended by a car with scheduled diary appointments.

Youth offender management scheme. This multi-agency partnership includes Fife council, social work, education services, NHS, SACRO, Fife community safety partnership, YMCA plus one, drug and alcohol agencies, children's reporter and the procurator fiscal and is aimed at diverting young offenders through immediate, appropriate and proportionate interventions. Greater sharing of information has allowed for the early identification of vulnerable children and young people, who are then referred for a range of alternative measures including alcohol and addiction counselling and anger management. The scheme has brought about a reduction in persistent young offenders and in police time spent on reports for minor crimes and offences.

Scottish Policing Awards 2010

Making communities safer

- The Alcohol Diversion Scheme **highly commended**
- Operation Crack it **highly commended**
- The Boozebusters Project **highly commended**
- The Community Engagement Model **highly commended**
- Revolution Bus **outstanding contribution**
- Operation LASER **outstanding contribution**

Working more efficiently

- Collaborative Working with Scottish Ambulance Service **highly commended**
- The Shared Recruitment Service Pilot **highly commended**

4. Inspection findings

Crime audit

- We recommend that for domestic abuse, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that in order to minimise the risk of incorrect data reducing the quality of intelligence on domestic abuse, the force implement procedures to improve the accuracy of recording domestic incidents on its command and control system.
- We recommend that for vandalism, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

Fife Constabulary was not subject to a Best Value audit and inspection during 2010/11. The projected date of their inspection is April 2012.

ANTI-SOCIAL BEHAVIOUR PUBLIC VALUE SUSTAINABLE
POLICING RESTRUCTURE COMMUNITY FOCUS GOVERNANCE
HIGH RISK OFFENDERS BEST VALUE CONTROLLED DRUGS
PUBLIC SATISFACTION DRUGS LEADERSHIP INDEPENDENCE
EFFICIENCY CHILD PROTECTION E-CRIME VIOLENCE DIVERSITY
COMPLAINTS DISORDER PRODUCTIVITY PARTNERSHIP VISIBILITY
REPUTATION REFORM PRIORITIES COLLABORATION
POLICE USE OF FIREARMS WORKING POLICING STANDARDS
SERIOUS ORGANISED CRIME ACCOUNTABILITY TERRORISM
PROCEEDS OF CRIME ROAD SAFETY NATIONAL SECURITY
ROAD CASUALTY REDUCTION VIOLENCE PROPORTIONALITY
SERIOUS CRIME PUBLIC REASSURANCE PUBLIC PROTECTION
ANTI-SOCIAL BEHAVIOUR PUBLIC VALUE SUSTAINABLE
POLICING RESTRUCTURE COMMUNITY FOCUS GOVERNANCE
HIGH RISK OFFENDERS BEST VALUE CONTROLLED DRUGS
PUBLIC SATISFACTION DRUGS LEADERSHIP INDEPENDENCE
EFFICIENCY CHILD PROTECTION E-CRIME VIOLENCE DIVERSITY
COMPLAINTS DISORDER PRODUCTIVITY PARTNERSHIP VISIBILITY
REPUTATION REFORM PRIORITIES COLLABORATION
POLICE USE OF FIREARMS WORKING POLICING STANDARDS
SERIOUS ORGANISED CRIME ACCOUNTABILITY TERRORISM
PROCEEDS OF CRIME ROAD SAFETY NATIONAL SECURITY



Colin McKerracher
CBE QPM
Chief Constable



Cllr. Martin Greig
Convener

1. Force profile

Grampian police force area has a population of 544,980 and covers a region of some 3,253 square miles. In addition to its normal duties it is responsible for policing offshore installations and Royal residences. The force operates across three territorial divisions, covering Aberdeen, Aberdeenshire and Moray and has 1,568 police officers, 754 police staff and 197 special constables.

Challenges to the force during 2010/11 include five murder investigations, all of which have resulted in reports to the procurator fiscal. Significant achievements include the disruption or dismantling of thirty-eight serious organised crime groups. Recorded crime in the force has fallen to the lowest level for seven years, with reductions in vandalism and crimes of violence, areas which have a major impact on the quality of life and well-being of local communities.

2. Force performance

1. Performance against budget 2010/11 (£ millions)	
2010/11 budget allocated	95.2m
2010/11 budget spent	93.1m
Comment: Grampian Police made budget savings of £2.1m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)	
2010/11 target	4.9m
2010/11 achieved	6.5m
Comment: Grampian Police has continued to achieve and exceeded its efficiency savings targets over the last three years.	

3. Public satisfaction 2010/11			
	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	88.2%	641	182
2009/10	86.7%	631	285
Change	1.5 percentage points	1.6%	-36.1%
Comment: Grampian Police has shown an increase in overall user satisfaction (the Scottish average is around 80%), a small increase in the number of complaints about police officers and staff (the Scottish average change is -8.3%) and a marked decrease in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).			

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	791	1,023	16,185	7,437	5,442
2009/10	786	948	15,874	7,693	5,543
Previous 3-year average	835	979	16,829	9,133	6,055
% change 10/11 on previous 3-year average	-5.3%	4.5%	-3.8%	-18.6%	-10.1%

Comment: Grampian Police has recorded a decrease in most categories of crime against the three-year average. The exception is crimes of indecenty.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	80.7%	58.6%	37.7%	32.7%	99.0%
2009/10	82.8%	70.6%	37.9%	29.4%	93.8%
Previous 3-year average	77.4%	69.7%	37.5%	30.6%	96.2%
% point difference 10/11 on previous 3-year average	3.3	-11.1	0.2	2.1	2.8
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Grampian Police's detection rates are higher than the Scottish average in all crime categories except that of crimes of indecenty.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

'Local Policing Closer to You' model. During 2010, the force introduced a new policing model based on feedback from the public. "Local Policing – Closer to You" saw the reorganisation of traditional response and community policing resources into policing teams based in local communities across the force to increase visibility and support community engagement. The new approach involves the key activities of Consult, Listen, Respond and Feedback which have been used to ensure identification and agreement on key local issues as well as ensuring that officers are known, contactable, visible and responsive to communities. A commitment to attendance at community meetings has resulted in a 97% attendance rate and public reassurance has been maintained at a high level during a period of considerable organisational restructure.

Operation Zenith. This was a multi-agency approach focused on education, engagement, engineering and enforcement, to reduce the number of serious and fatal road traffic collisions involving motorcycles. The initiative sought to improve motorcycling safety and included greater commitment on the part of the force to the 'Bikesafe' scheme, local radio adverts, an open day, road maintenance work being undertaken and a five-phase enforcement operation. The impact of Operation Zenith has been a substantial decline in slight, serious and fatal injury collisions involving motorcycles.

Licensing enquiries department. A partnership initiative with the licensing community and other innovative processes has led to a substantial increase in the recording and detection of licensing offences and drugs seizures in Aberdeen. The department has also developed processes for tackling prostitution both in the 'on' and 'off' street environments and through initial work canvassing hotels, leasing agents and the owners of serviced properties, has improved the flow of intelligence with positive results.

Scottish Policing Awards 2010

Making communities safer

- The Fordoun Underpass Project **highly commended**
- Early Intervention Work **highly commended**

Quality of service

- The Energy and Protective Security Unit **highly commended**
- Innovation in Crime Reduction **highly commended**
- The 'Local Policing Closer to You' Model **highly commended**
- Operation *Zenith* **outstanding contribution**

Working more efficiently

- The General Enquiries Department **highly commended**
- Accident and Emergency Department Self Submitted Medical Statements Pilot **highly commended**

Making justice work

- Ministry of Defence Police in partnership with Grampian Police **commended**

4. Inspection findings

Crime audit

- We recommend that for domestic abuse, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for vandalism, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

During 2010/11 HMICS and Audit Scotland conducted a joint Best Value audit and inspection of Grampian Police and Grampian Joint Police Board²⁶. The overall assessment of Grampian Police is that it is performing well and that it demonstrates many of the elements of Best Value. More specifically, the force benefits from an effective and appropriately challenging working relationship with Grampian Joint Police Board and both have worked in tandem to determine a strategic direction built around community policing. The force executive provides strong leadership and has created a culture of performance improvement in the organisation. Crime rates are falling and levels of public satisfaction are high and improving. During 2010, the force introduced a new policing model that has freed up higher numbers of officers to work and patrol in local communities.

²⁶ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/BVGrampianPolice>

Areas for improvement include making efforts to better understand the causal factors behind a rise in racially-motivated crime and complaints against the police; improving performance reporting by incorporating more comparative information and balance in reports; and seeking to gain a better understanding of the costs of specific policing activities to inform difficult decisions about where resources will need to be directed in future to sustain performance in priority areas.

The report acknowledges that the joint board has a good understanding of its role and has established an active involvement and positive partnership with the force in developing a shared vision and a clear set of priorities; its oversight ensures that the operations of the force are clearly aligned with agreed priorities; board members actively question and challenge the force on both strategic and operational matters in a constructive way that focuses on supporting improvement; it plays an effective community leadership role on local policing matters; and it clearly demonstrates that it works to meet the needs of communities at both a strategic and local level.

Areas for improvement include developing the board's role in longer-term strategic financial planning and the use of its scrutiny role to ensure the best use of resources; developing its leadership and challenge role to help realise further efficiencies through various partnership and shared services initiatives; developing a more active role in informing and agreeing continuous improvement priorities and monitoring progress; and providing more strategic leadership on sustainability and equalities.

Finally, the report also suggested that the board make effective arrangements for an independent custody visiting scheme; ensure that its contribution to accountability and governance, and its effective partnership with the force, is properly reported to the public; and in continuing to review its governance arrangements, that it addresses the fact that it is not good scrutiny practice for the convener to chair its two main sub-committees.

LOTHIAN AND BORDERS POLICE

CITIZEN FOCUS INDEPENDENCE **ANTI-SOCIAL BEHAVIOUR**
CHILD PROTECTION E-CRIME COMPLAINTS DIVERSITY DISORDER
POLICING **SERIOUS ORGANISED CRIME** PRIORITIES
ACCOUNTABILITY REFORM COLLABORATION EFFICIENCY
VIOLENCE **ALCOHOL MISUSE** PROPORTIONALITY PARTNERSHIP
POLICE USE OF FIREARMS PROCEEDS OF CRIME **REASSURANCE**
ROAD SAFETY SERIOUS **PUBLIC PROTECTION** CRIME COMMUNITY
POLICING PUBLIC REASSURANCE VISIBILITY WORKING
DRUG MISUSE PUBLIC VALUE SUSTAINABLE POLICING
RESTRUCTURE GOVERNANCE HIGH RISK **VIOLENCE** OFFENDERS
BEST VALUE **TERRORISM** PUBLIC SATISFACTION LEADERSHIP
CITIZEN FOCUS INDEPENDENCE **ANTI-SOCIAL BEHAVIOUR**
CHILD PROTECTION E-CRIME COMPLAINTS DIVERSITY DISORDER
POLICING **SERIOUS ORGANISED CRIME** PRIORITIES
ACCOUNTABILITY REFORM COLLABORATION EFFICIENCY
VIOLENCE **ALCOHOL MISUSE** PROPORTIONALITY PARTNERSHIP
POLICE USE OF FIREARMS PROCEEDS OF CRIME **REASSURANCE**
ROAD SAFETY SERIOUS **PUBLIC PROTECTION** CRIME COMMUNITY
POLICING PUBLIC REASSURANCE VISIBILITY WORKING
DRUG MISUSE PUBLIC VALUE SUSTAINABLE POLICING
RESTRUCTURE GOVERNANCE HIGH RISK **VIOLENCE** OFFENDERS
BEST VALUE **TERRORISM** PUBLIC SATISFACTION LEADERSHIP
CITIZEN FOCUS INDEPENDENCE **ANTI-SOCIAL BEHAVIOUR**
CHILD PROTECTION E-CRIME COMPLAINTS DIVERSITY DISORDER
POLICING **SERIOUS ORGANISED CRIME** PRIORITIES
ACCOUNTABILITY REFORM COLLABORATION EFFICIENCY
VIOLENCE **ALCOHOL MISUSE** PROPORTIONALITY PARTNERSHIP
POLICE USE OF FIREARMS PROCEEDS OF CRIME **REASSURANCE**
ROAD SAFETY SERIOUS **PUBLIC PROTECTION** CRIME COMMUNITY
POLICING PUBLIC REASSURANCE VISIBILITY WORKING
DRUG MISUSE PUBLIC VALUE SUSTAINABLE POLICING



David Strang QPM
Chief Constable



Cllr. Iain Whyte
Convener

1. Force profile

Lothian and Borders Police covers an area of 2,471 square miles and a population of just over 939,020. Its duties include policing Scotland’s capital city of Edinburgh as well as the Scottish Parliament. The force has four territorial divisions, covering the city of Edinburgh, East Lothian and Midlothian, West Lothian and the Scottish Borders with 3,025 police officers, 1,257 police staff and 170 special constables.

During 2010/11, the force responded to a large scale protest by UK Climate Camp supporters within the grounds of the Edinburgh headquarters of the Royal Bank of Scotland, provided the policing arrangements for the first day of the state visit of Pope Benedict XVI and hosted Exercise Castle Rock, a Government-sponsored event to test national and local responses to a terrorist attack. The force also undertook several large scale and high profile murder investigations following the deaths of three children by their mother Theresa Riggi, the death of Samantha Wright and the disappearance of Suzanne Pilley.

Amongst its achievements the force has successfully targeted serious organised crime groups, with one such operation concluding with the recovery of 40kg of Class A drugs, 66 arrests, £5m of assets identified for seizure under proceeds of crime legislation and the conviction of 14 people who were sentenced to a combined total of 44 years.

2. Force performance

1. Performance against budget 2010/11 (£ millions)	
2010/11 budget allocated	172.6m
2010/11 budget spent	167.8m
Comment: Lothian and Borders Police has made budget savings of £2.4m with a remaining £2.4m committed to expenditure in 2011/12 due to timing differences.	

2. Efficiency savings 2010/11 (£ millions)	
2010/11 target	9.2m
2010/11 achieved	7.5m
Comment: 2010/11 was the last year in a three-year efficiency programme for which Lothian and Borders Police exceeded both its targets for the first two years and the overall three-year target of £18.4m (2008/11 savings achieved £19.7m). This performance allowed effort during 2010/11 to be diverted towards the forces ‘Transforming the Service’ programme in order to deliver significant future savings, rather than smaller in-year savings.	

3. Public satisfaction 2010/11

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	75.0%	843	96
2009/10	76.3%	899	142
Change	-1.3 percentage points	-6.2%	-32.4%

Comment: Lothian and Borders Police has shown a slight decrease in overall user satisfaction (the Scottish average is around 80%), a drop in the number of complaints about police officers and staff (the Scottish average change is -8.3%) and a marked decrease in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	2,030	1,041	32,431	14,367	10,298
2009/10	1,763	1,198	33,714	17,765	10,422
Previous 3-year average	1,895	1,111	34,725	19,288	10,960
% change 10/11 on previous 3-year average	7.1%	-6.3%	-6.6%	-25.5%	-6.0%

Comment: Lothian and Borders Police has recorded an increase in violent crime and a decrease in all other categories of crime against the previous three-year average.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	67.5%	65.6%	33.9%	22.4%	99.4%
2009/10	61.5%	67.8%	33.9%	25.0%	98.6%
Previous 3-year average	59.8%	66.2%	35.5%	25.2%	99.8%
% point difference 10/11 on previous 3-year average	7.7	-0.6	-1.6	-2.8	-0.4
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Lothian and Borders Police detection rates are lower than the national average in Group 1-4 crimes and slightly higher than the Scottish average in Group 5 crimes.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Serious organised crime groups. During 2010/11 the force revised its serious organised crime strategy to focus primarily on diverting vulnerable people away from a life of organised crime, working with partners to implement early intervention schemes and discouraging people from experimenting with new “legal highs” and other substances, proactively investigating firearms possession and offences and making full use of the Proceeds of Crime Act. In addition, the force worked with the Scottish Prison Service to monitor individuals co-ordinating organised crime from within the prison system, developed joint agreements with partner agencies (including councils and the NHS) to reduce criminal opportunities that such groups could exploit, and empowered front-line officers to engage effectively with the aims and objectives of the strategy.

Results from enforcement activities throughout the year include over 150 arrests, £3m of Class A drugs and £1.5m of Class B drugs seized and £6.5m of criminal assets identified for seizure under proceeds of crime legislation.

Child Protection Internet Investigation Unit. In response to rising numbers of incidents and intelligence, the force established a Child Protection Internet Investigation Unit (CPIIU) to deal with incidents of child sex abuse via the Internet, including online grooming and offences involving indecent images of children. The Unit also collates information and intelligence received from numerous sources including the Child Exploitation and Online Protection Centre (CEOP) and other law enforcement agencies both within the UK and worldwide. It has had considerable success since its inception and the force recently agreed to mainstream its funding.

Pathhead problem-solving profile. The Pathhead problem-solving profile was introduced to improve police visibility and accessibility in a rural village south of Edinburgh. A poor public transport system meant that residents could not easily access facilities outside of the village, leading to feelings of isolation. This was particularly relevant to the young people of the area for whom the lack of amenities has led to instances of anti-social behaviour.

Following a lengthy period of consultation with local groups and residents, a number of measures were introduced to increase communication and public reassurance, including regular community surgeries and the divisional command vehicle being used as a mobile police station. Funding was secured from local businesses and



community councils to purchase pedal cycles and equipment for officers to conduct high visibility cycle patrols in the area. In addition a bi-monthly newsletter was introduced together with a weekly radio programme aired on a local community radio station. A successful proposal to renovate the village hall was submitted to IKEA which provided materials, while local residents carried out the vast majority of the refurbishment work. The initiative has resulted in a sustained reduction in anti-social behaviour and greater community spirit and well-being. It also won the community engagement category of the Scottish Community Safety Awards 2010.

Prison Watch. Prison Watch is a unique partnership initiative between Lothian and Borders Police, the Scottish Prison Service and City of Edinburgh Council aimed at tackling contraband, such as drugs and mobile phones, in prisons. It was launched



by the Cabinet Secretary for Justice on 22nd February 2011 and is a scheme, similar to Neighbourhood Watch, which targets the area around HMP Edinburgh. A hotline telephone number has been advertised in the media and by way of leaflet drops and community meetings to encourage reporting of suspicious activity. This has contributed to the 600 drugs and mobile phone seizures made during 2010. Other prisons in Scotland are looking to launch Prison Watch in the near future.

Scottish Policing Awards 2010

Making communities safer

- Operation Focus **highly commended**
- The Midlothian Community Safety Team **highly commended**
- Operation Algebra **outstanding contribution**

Working more efficiently

- The Shared Recruitment Service Pilot **highly commended**

Making justice work

- The 'A' Division Delphinus Group **commended**
- 'A' Division Serious and Organised Crime Unit **outstanding contribution**

4. Inspection findings

Crime audit

- We believe that the overall levels of compliance revealed by our audit reflect the robustness of operational crime recording practices and internal audit checks in Lothian and Borders Police. Given its strong performance we make no specific recommendations to the force.

Best Value audit and inspection

During June 2011, Lothian and Borders Police and Lothian and Borders Police Joint Board were inspected by HMICS and Audit Scotland. The final report will be published later this year when it will be available to view on our website.

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VIOLENCE LEADERSHIP INDEPENDENCE CHILD PROTECTION
COMPLAINTS DIVERSITY TERRORISM SAFER ROADS SUSTAINABLE
DISORDER DRUGS ACCOUNTABILITY REFORM PRIORITIES E-CRIME
COLLABORATION SERIOUS CRIME EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PUBLIC ORDER
PROCEEDS OF CRIME ROAD SAFETY POLICING PARTNERSHIP
SAFER COMMUNITIES ANTI-SOCIAL BEHAVIOUR VISIBILITY
PUBLIC REASSURANCE WORKING POLICING DEVELOPING PEOPLE
REDUCING CRIME PUBLIC PROTECTION PUBLIC VALUE
POLICING RESTRUCTURE GOVERNANCE HIGH RISK OFFENDERS
BEST MODERNISING SERVICES VALUE PUBLIC SATISFACTION
VIOLENCE LEADERSHIP INDEPENDENCE CHILD PROTECTION
COMPLAINTS DIVERSITY TERRORISM SAFER ROADS SUSTAINABLE
DISORDER DRUGS ACCOUNTABILITY REFORM PRIORITIES E-CRIME
COLLABORATION SERIOUS CRIME EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PUBLIC ORDER
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PROCEEDS OF CRIME ROAD SAFETY POLICING PARTNERSHIP
SAFER COMMUNITIES ANTI-SOCIAL BEHAVIOUR VISIBILITY
PUBLIC REASSURANCE WORKING POLICING DEVELOPING PEOPLE
REDUCING CRIME PUBLIC PROTECTION PUBLIC VALUE



Ian Latimer QPM
Chief Constable
(retired 12 April 2011)



George Graham
Chief Constable
(appointed 13 April 2011)



Cllr. Norman M. Macleod
Convener



1. Force profile

Northern Constabulary covers the largest geographical area in Scotland at some 10,000 square miles, but at approximately 288,840 one of the smaller populations. As well as the northernmost section of the Scottish mainland it also polices a number of outlying island regions. The force has 797 police officers, 390 police staff and 138 special constables.

In addition to the challenges associated with policing an area that is approximately one-sixth of the landmass of the UK, including numerous islands and the fast expanding and economically vibrant city of Inverness, the force also provides the policing arrangements for the annual RockNess music festival. Throughout 2010/11, the force has maintained its high crime detection rates, which are amongst the highest in the UK, and had considerable success in targeting serious organised crime groups during a year which also saw two men convicted of the murder of Bob Rose, a Sanday resident, following one of the largest and most complex investigations the force has undertaken.

2. Force performance

1. Performance against budget 2010/11 (£ millions)

2010/11 budget allocated	52.0m
2010/11 budget spent	48.4m

Comment: Northern Constabulary made budget savings of £3.6m during 2010/11.

2. Efficiency savings 2010/11 (£ millions)

2010/11 target	2.7m
2010/11 achieved	4.0m

Comment: Northern Constabulary has continued to achieve and exceed its efficiency savings targets over the last three years.

3. Public satisfaction 2010/11

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	N/A*	256	99
2009/10	N/A	273	61
Change	N/A	-6.2%	62.3%

Comment: *Northern Constabulary conducts a biennial community consultation in conjunction with its strategic partners. Their 2011 survey shows that 97% of respondents perceived that the area within a 15-minute walk of their home was either safe or very safe. The force shows a decrease in the number of complaints about police officers and staff (the Scottish average change is -8.3%) and a marked increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%). The latter may be due to improved recording practices and associated staff training during 2010/11.

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	485	414	5,413	3,726	3,546
2009/10	459	321	5,411	4,414	3,547
Previous 3-year average	484	377	5,709	4,856	4,041
% change 10/11 on previous 3-year average	0.2%	9.8%	-5.2%	-23.3%	-12.2%

Comment: Northern Constabulary has recorded a very slight increase in violent crime, an increase in crimes of indecency and a decrease in all other categories of crime against the previous three-year average.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecency	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	91.3%	73.4%	50.2%	41.3%	99.3%
2009/10	92.4%	83.8%	51.0%	41.3%	99.5%
Previous 3-year average	92.1%	83.0%	52.7%	40.0%	99.1%
% point difference 10/11 on previous 3-year average	-0.8	-9.6	-2.5	1.3	0.2
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Northern Constabulary's detection rates are higher than the Scottish average in all crime categories.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Operation Youth Advantage and Operation Rise Above the Rest.

These initiatives are run in conjunction with the Army and Royal Air Force respectively. They involve courses run at military establishments for young people from Northern and Grampian areas who are deemed to be in need of direction and support because of their offending behaviour or other concerns. Both initiatives have enjoyed positive feedback from the young people who have participated.

Operation Notebook. This initiative was designed to reduce repeat calls for police assistance at addresses where anti-social behaviour, such as loud music, is reported. Where householders fail to modify their behaviour following initial police action, Northern Constabulary consults the housing provider who in turn notifies the occupier of the impact of their behaviour and the likely consequences. The situation is closely monitored and where the anti-social behaviour continues, the occupier is thereafter visited by the police area commander and a senior manager from the housing provider, who give verbal and written warnings. This tactic has proved effective in reducing the number of repeat calls to addresses.

Social media. Northern Constabulary has successfully used social media applications such as Twitter, Facebook and YouTube as a means of warning and informing the public about policing matters as well as for force appeals for information. The technology directs people to the force website, which has seen a boost in its followership and rising numbers of 'hits'. The response from the public has been positive, particularly during the winter weather and at the RockNess event. The force has also developed an on-line presence through the Highlands and Islands Strategic and Co-ordinating Group for warning and informing the public during major incidents.

Trans-inclusive policing. In collaboration with transgender organisations, a series of workshops with members of the transgender community were held over two days, raising awareness of matters affecting the community and police responses to their concerns, and at the same time highlighting aspects to consider in the force's Single Equality Scheme Action Plan.

Scottish Policing Awards 2010

Quality of service

- Trans-inclusive policing **commended**

4. Inspection findings

Crime audit

- We recommend that for incidents of domestic abuse, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

In April 2010 HMICS and Audit Scotland published a Best Value audit and inspection of Northern Constabulary and Northern Joint Police Board²⁷. Overall the force was assessed as showing low crime and high detection rates in comparison with the Scottish average and demonstrating many of the elements of Best Value. These included having established a good working relationship with the force's joint board on community planning and leading improvement.

Areas for improvement identified through the inspection included integrating the elements of the force's strategic planning to strengthen its direction and clearer communication of its priorities; the monitoring of performance and clearer communication of this information both internally and externally; further efforts to meet national targets for call handling and submission of reports to the procurator fiscal and children's reporter; and maximising the use of its staffing resources, while developing a greater understanding of the financial costs of its policing activities.

In relation to the joint board, the inspection found a strong awareness of their role amongst board members, effective strategic oversight and scrutiny of force performance and in holding the chief constable to account, and an ability to ensure that policing priorities were focused on the needs of local communities.

Areas for improvement for the joint board included being more proactive in ensuring that it receives performance reports aligned to strategic priorities; undertaking more structured monitoring of strategic risks complemented by greater scrutiny of how the force responds to those risks; being more active in initiating developments in performance monitoring; and ensuring that consideration of diversity and equality issues is more firmly embedded in its work and the approach of its members.

²⁷ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2010/BVNorthern>

PUBLIC VALUE **PUBLIC PROTECTION** SUSTAINABLE POLICING
RE: **STRATHCLYDE POLICE** RISK OFFENDERS BEST
VAI | VIOLENCE LEADERSHIP
INDEPENDENCE VISIBILITY CHILD PROTECTION E-CRIME
COMPLAINTS DIVERSITY DRUGS **DISORDER** ACCOUNTABILITY
TERRORISM REFORM PRIORITIES PROPORTIONALITY
POLICE USE OF FIREARMS PROCEEDS OF CRIME ROAD SAFETY
TERRORISM **ANTI-SOCIAL BEHAVIOUR** COMMUNITY POLICING
EFFICIENCY PUBLIC REASSURANCE PARTNERSHIP **SERIOUS CRIME**
PUBLIC VALUE **PUBLIC PROTECTION** SUSTAINABLE POLICING
RESTRUCTURE GOVERNANCE HIGH RISK OFFENDERS BEST
VALUE PUBLIC **VIOLENCE** SATISFACTION VIOLENCE LEADERSHIP
INDEPENDENCE VISIBILITY CHILD PROTECTION E-CRIME
COMPLAINTS DIVERSITY DRUGS **DISORDER** ACCOUNTABILITY
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POLICE USE OF FIREARMS PROCEEDS OF CRIME ROAD SAFETY
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EFFICIENCY PUBLIC REASSURANCE PARTNERSHIP **SERIOUS CRIME**
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COMPLAINTS DIVERSITY DRUGS **DISORDER** ACCOUNTABILITY
TERRORISM REFORM PRIORITIES PROPORTIONALITY
POLICE USE OF FIREARMS PROCEEDS OF CRIME ROAD SAFETY



**STRATHCLYDE
POLICE**



Stephen House QPM
Chief Constable



Cllr. Stephen Curran
Convener



1. Force profile

At 2,217,880, Strathclyde Police serves the largest section of the population in Scotland and covers a geographical area of 5,370 square miles. It takes in some of the most deprived areas of the country and accounts for the majority of its recorded crime and offences. The force has eight territorial divisions: Argyll, Bute and West Dunbartonshire, Ayrshire, Glasgow Central and West, Glasgow North East and East Dunbartonshire, Glasgow South and East Renfrewshire, North Lanarkshire, Renfrewshire and Inverclyde, and South Lanarkshire. The force establishment includes 8,395 police officers, 2,585 police staff and 628 special constables.

During 2010/11 the force had to contend with the road safety implications of the severe winter weather and the policing of the state visit of Pope Benedict XVI to Glasgow. The force's aim is to keep people safe and during this period it has achieved a 9.25% decrease in serious assaults, knife carrying has fallen by 17.6%, serious road traffic collisions have fallen by 13.65% and acts of vandalism and breaches of the peace have decreased by 13.7% and 38.9% respectively.

2. Force performance

1. Performance against budget 2010/11 (£ millions)	
2010/11 budget allocated	442.8m
2010/11 budget spent	438.6m
Comment: Strathclyde Police made budget savings of £4.2m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)	
2010/11 target	23.7m
2010/11 achieved	48.7m
Comment: Strathclyde Police has continued to achieve and exceed its efficiency savings targets over the last three years and during 2010/11 it more than doubled its efficiency savings against the force target.	

3. Public satisfaction 2010/11			
	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	85.7%	1,467	254
2009/10	82.4%	1,661	239
Change	3.3 percentage points	-11.7%	6.3%
Comment: Strathclyde Police has shown an increase in overall user satisfaction (the Scottish average is around 80%), a decrease in the number of complaints about police officers and staff (the Scottish average change is -8.3%) and a rise in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).			

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	6,556	2,531	70,713	38,954	34,916
2009/10	6,813	2,502	67,417	44,438	39,665
Previous 3-year average	7,369	2,527	71,707	50,628	41,950
% change 10/11 on previous 3-year average	-11.0%	0.2%	-1.4%	-23.1%	-16.8%

Comment: Strathclyde Police has recorded a decrease in all crime categories with the exception of a very slight increase in crimes of indecenty, against the previous three-year average.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	65.9%	59.4%	31.9%	17.3%	97.4%
2009/10	60.6%	57.1%	34.2%	18.0%	97.9%
Previous 3-year average	55.7%	61.3%	33.0%	17.7%	97.7%
% point difference 10/11 on previous 3-year average	10.2	-1.9	-1.1	-0.4	-0.3
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Strathclyde Police detection rates are lower than the Scottish average in all crime categories.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Campaign against violence. Critical to the success of this initiative has been the central co-ordination of the force action plan. As the campaign has continued the force has been able, through innovative analytical techniques (see below), to identify, develop and refine a number of areas of good practice which has allowed it in turn to maximise the deployment of officers to good effect.

As well as creating community policing teams and response policing hubs the force has 'slimmed down' its divisional and force headquarters support functions and departments, allowing it to return a number of officers to front line duties. Those still based in departments undertake operational duties on campaign days and key dates in the force's violence, disorder and anti-social behaviour predictive calendar. During 2010/11 the force exceeded its target of 7,305 campaign days achieving a total of 8,108 days (an increase on the previous year of around 30%).

Recency, Frequency, Gravity (RFG) analysis. The need to support victims of crime, including those people who are vulnerable and more liable to distress, is widely recognised. The force has adapted a model traditionally used in the private sector to identify good customers in order to identify those who most need help and intervention.

RFG analysis examines incidents according to their recency, frequency and gravity in order to locate individuals who are the most vulnerable to high and repetitive levels of anti-social behaviour when at home and in the community, and to stimulate appropriate policing and partner responses to manage them. The RFG ranking lists provide divisions with initial guidance regarding vulnerable persons. Further research is then conducted to identify intelligence gaps, enforcement opportunities or preventative measures.

Review of police officers deployed at football matches. The force has responded to the recommendations of its review of officers deployed at football matches, in consultation with the Scottish Football Association (SFA). A matrix of competence has been designed that allows clubs to work together to ensure that they are in a position to assume overall competent responsibility for safety at matches. A football charging agreement has also been finalised and agreed with the SFA and Strathclyde Police Authority. This work has already led to significant financial savings to football clubs, while at the same time increasing the availability of police officers for other duties.

Body-worn video. This partnership initiative is designed to target violence, disorder and anti-social behaviour and involves deploying community police officers and environmental wardens wearing body-worn video cameras in hotspots throughout Renfrewshire. A Scottish Government evaluation has confirmed the contribution that this technology has made to reducing crime and increasing public reassurance, as well as increasing early guilty pleas which reduces criminal justice costs and officer time spent at court. This innovative initiative has attracted national media coverage and widespread interest from the public and private sectors.



Scottish Policing Awards 2010

Making communities safer

- Parkhead Dispersal **commended**
- The Safer South Lanarkshire Project **highly commended**
- The Tormusk EPIC Action Plan **highly commended**
- The Persistent Offender Project **outstanding contribution**
- Campaign Against Violence **outstanding contribution**

Making justice work

- Operation Hunt **highly commended**

4. Inspection findings

Crime audit

- We recommend that for vandalism, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.
- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

During January 2011, Strathclyde Police and Strathclyde Police Authority were inspected by HMICS and Audit Scotland²⁸. The force was assessed as performing well and demonstrating many of the elements of Best Value including strong leadership from the force executive and a strong performance culture. Overall, crime rates are falling, detection rates have risen and the introduction of the Integrated Service Delivery Model has further strengthened the force's commitment to community policing by increasing the number of officers working directly with and within local communities, on the issues most affecting their citizens. The force has also embarked on a significant change programme to prepare for the challenges ahead.

Areas for improvement for the force include improving administrative procedures in the management of complaints; conducting a staff survey to provide the workforce with an opportunity to influence decisions about the future of policing; continuing to develop its strategic approach to change and integrating post-implementation evaluation measures into force processes, all underpinned by an effective communication strategy; and continuing to develop its methodology to better understand the costs of policing activity and links to resource deployment.

In relation to Strathclyde Police Authority, the inspection report acknowledges the challenges it faces as a consequence of the scale, diversity and geography of the area it covers. It further stresses the need for it to become more involved in shaping policing priorities and more proactive and consistent in its scrutiny of force performance. There is also scope for the Authority to strengthen its governance and improve its leadership of the force's continuous improvement agenda, while elected members of the board need to be clearer about their role and how it relates to the chief constable's responsibility for directing policing operations. In this respect, better training and skills development is crucial in giving members greater confidence in holding the chief constable to account.

The report also commented on the substantial resources and capacity available to the Authority to support its work, which had nevertheless not been used to full effect. The Authority needs to be clearer about what professional support it expects in order to allow it to exercise its governance and scrutiny roles more effectively. It would also benefit from more effective joint working with its support function and the force to ensure that it is providing Best Value to people in the Strathclyde area. This, in particular, requires clarity about the roles and responsibilities of both the elected members of the Authority and the staff employed to support them.

²⁸ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/BVStrathclydePolice>

PUBLIC PROTECTION **SAFER COMMUNITIES** PUBLIC VALUE
SU. **TAYSIDE POLICE** RUCTURE GOVERNANCE HIGH
RIS 'PUBLIC SATISFACTION VIOLENCE
PARTNERSHIP WORKING LEADERSHIP INDEPENDENCE
VISIBILITY CHILD PROTECTION E-CRIME COMPLAINTS DIVERSITY
DISORDER DRUGS ACCOUNTABILITY **CONFIDENCE** REFORM
TRUST PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS OF CRIME
ROAD SAFETY SERIOUS CRIME **PERFORMANCE** TERRORISM
POLICING ANTI-SOCIAL BEHAVIOUR PUBLIC REASSURANCE
PUBLIC PROTECTION **SAFER COMMUNITIES** PUBLIC VALUE
SUSTAINABLE POLICING RESTRUCTURE GOVERNANCE HIGH
RISK OFFENDERS BEST VALUE PUBLIC SATISFACTION VIOLENCE
PARTNERSHIP WORKING LEADERSHIP INDEPENDENCE
VISIBILITY CHILD PROTECTION E-CRIME COMPLAINTS DIVERSITY
DISORDER DRUGS ACCOUNTABILITY **CONFIDENCE** REFORM
TRUST PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS OF CRIME
ROAD SAFETY SERIOUS CRIME **PERFORMANCE** TERRORISM
POLICING ANTI-SOCIAL BEHAVIOUR PUBLIC REASSURANCE
PUBLIC PROTECTION **SAFER COMMUNITIES** PUBLIC VALUE
SUSTAINABLE POLICING RESTRUCTURE GOVERNANCE HIGH
RISK OFFENDERS BEST VALUE PUBLIC SATISFACTION VIOLENCE
PARTNERSHIP WORKING LEADERSHIP INDEPENDENCE



Justine Curran
Chief Constable



Cllr. Ian Mackintosh
Convener



1. Force profile

Tayside Police serves a population of 399,550 and covers a geographical area of 2,896 square miles. It has three territorial divisions: Central – covering the city of Dundee; Eastern – serving the region of Angus; and Western – which takes in the council area of Perth and Kinross. The force has 1,255 police officers, 615 police staff and 172 special constables.

During 2010/11 the force met the challenges of policing large events such as T in the Park and the Senior Open golf championship, with achievements including a number of successful operations against serious organised crime groups, innovative initiatives targeting anti-social behaviour and a 9.4% reduction in violent crime.

2. Force performance

1. Performance against budget 2010/11 (£ millions)

2010/11 budget allocated	73.7m
2010/11 budget spent	72.9m
Comment: Tayside Police made budget savings of £0.8m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)

2010/11 target	3.9m
2010/11 achieved	5.3m
Comment: Tayside Police has continued to achieve and exceed its efficiency savings targets over the last three years.	

3. Public satisfaction 2010/11

	Level of service user satisfaction – satisfied with the overall way the police dealt with the incident	No. of complaints cases received about police officers and police staff	No. of quality of service closed allegations within complaints cases
2010/11	82.3%	446	51
2009/10	84.7%	488	63
Change	-2.4 percentage points	-8.6%	-19.0%

Comment: Tayside Police has shown a slight decrease in overall user satisfaction (the Scottish average is around 80%), a decrease in the number of complaints about police officers and staff (the Scottish average change is -8.3%) and a drop in the number of quality of service closed allegations within complaints cases (the Scottish average change is -11.9%).

4. Recorded crime 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	568	416	11,279	5,832	4,392
2009/10	578	430	11,273	5,716	4,762
Previous 3-year average	627	420	12,467	6,532	5,191
% change 10/11 on previous 3-year average	-9.4%	-1.0%	-9.5%	-10.7%	-15.4%

Comment: Tayside Police has recorded a decrease in all crime categories against the previous three-year average.

5. Detection rates 2010/11

	Group 1 Crimes of violence	Group 2 Crimes of indecenty	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2010/11	85.6%	78.6%	49.7%	33.4%	99.1%
2009/10	85.6%	75.1%	50.7%	33.1%	98.4%
Previous 3-year average	82.1%	78.1%	50.6%	32.6%	98.9%
% point difference 10/11 on previous 3-year average	3.5	0.5	-0.9	0.8	0.2
2010/11 Scottish average	71.6%	65.7%	37.0%	25.0%	98.3%

Comment: Tayside Police's detection rates are higher than the Scottish average in all crime categories.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed by the force during the year are highlighted below:

Hedzup racing project. Tayside Police actively supported this project which was established by a local ex-professional motorcycle racer. It involved working with a group of approximately 20 young people from the Forfar and Arbroath areas who were seen as problematic by their school and the wider community. The aim was to instil in these young people a sense of responsibility, commitment and respect. Over a ten-week period the group worked to build and refurbish two motorcycles which were then raced at East Fortune Race Track with the young people acting as pit crew. The experience was hugely positive for those involved; some young people have gone on to work towards achieving silver and bronze youth achievement awards, while others are now leading more positive lifestyles and even volunteering to further develop the initiative and return as peer mentors. The project is now being expanded to other areas throughout Angus.

Community engagement. During 2010/11 the force developed a community engagement strategy as part of its wider strategy to increase trust and confidence, its particular aim being to exceed public expectation, reach out to communities and listen to and act on their needs. In addition to appointing community police officers for each geographic community in Perth and Kinross and introducing police surgeries, the force has made innovative use of social media technology to enhance local policing and public reassurance. Officers now use Twitter and MyPolice to

provide community updates and online feedback. This has allowed the officers to engage with sections of the community that are traditionally harder to reach and provide real-time information and advice to the public.

Keeping children safe – disclosure pilot. This pilot project is supported by children’s charities, offender support groups and other partner agencies. It discloses information and engages with the public around the broader aspects of managing sex offenders in the community. As a result of its success, the project is being rolled out across the rest of Scotland.

The custody nurses project. This project is designed to pass the duty of care for the health of prisoners from the police to the NHS, by having nurses based at police headquarters. Amongst the many benefits identified, this project has improved prisoner management processes and raised standards of service.

Scottish Policing Awards 2010

Making communities safer

- The Angus Total Dry Up Project **commended**

Quality of service

- Keeping Children Safe – Disclosure Pilot in Scotland **highly commended**

Working more efficiently

- The Custody Nurses Project **highly commended**
- The Shared Recruitment Service Pilot **highly commended**

4. Inspection findings

Crime audit

- We recommend that for minor assaults, the force review its recording practices and take the steps necessary to ensure that it meets or exceeds the ACPOS target of 95%.

Best Value audit and inspection

A Best Value audit and inspection of Tayside Police was completed in December 2009²⁹.

²⁹ <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2009/BVTayside>

FORENSIC SERVICE MODERNISATION DATA STANDARDS
DNA NATIONAL STANDARDS EFFICIENCY USER SATISFACTION
LEADERSHIP DEVELOPMENT SCOTTISH POLICE COLLEGE
SUSTAINABILITY PROCUREMENT BEST VALUE CORPORATE SERVICES
DNA PARTNERSHIP WORKING ON-LINE TRAINING
DRUG ANALYSIS SCOTTISH INTELLIGENCE DATABASE
FINGERPRINTS CRIME SCENE EXAMINATION INFORMATION
ICT COLLABORATION SCOTTISH CRIME CAMPUS
PERFORMANCE ENGAGEMENT PRODUCTIVITY INTEGRITY
SERVICE DEVELOPMENT CRIMINAL HISTORY SYSTEM
FORENSIC SERVICE MODERNISATION DATA STANDARDS
NATIONAL STANDARDS EFFICIENCY USER SATISFACTION
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NATIONAL STANDARDS EFFICIENCY USER SATISFACTION
LEADERSHIP DEVELOPMENT SCOTTISH POLICE COLLEGE
SUSTAINABILITY PROCUREMENT BEST VALUE CORPORATE SERVICES

SCOTTISH POLICE SERVICES AUTHORITY



Andrea Quinn
Chief Executive
Officer



Gordon Meldrum QPM
Deputy Chief Constable
Director General
SCDEA

SCOTTISH POLICE SERVICES AUTHORITY



Vic Emery
Convener
SPSA Board

1. Organisational profile

The Scottish Police Services Authority (SPSA) provides expert support to Scotland's police and criminal justice community. It employs approximately 1,700 staff, around 19% of whom are seconded police officers³⁰.

FORENSIC SERVICES

INFORMATION SERVICES

- Criminal Justice
- Information and Communication Technology

SCOTTISH CRIME AND DRUG ENFORCEMENT AGENCY

SCOTTISH POLICE COLLEGE

During 2010/11 SPSA officially opened the first new dedicated forensic laboratory to be built in Scotland for 15 years, instigated the forensic service modernisation programme and implemented a new probationer training programme. For the Scottish Crime and Drug Enforcement Agency (SCDEA), the focus has been on disrupting serious organised crime groups through a wide-ranging approach designed to de-stabilise their activities, force them to take greater risks and thereby make mistakes. This has resulted in 59 significant disruptions to those assessed as being the most harmful in Scotland.

2. Performance

1. Performance against budget 2010/11 (£ millions)³¹

2010/11 budget allocated	108.0m
2010/11 budget spent	105.4m
Comment: SPSA has made budget savings of £2.6m during 2010/11.	

2. Efficiency savings 2010/11 (£ millions)

2010/11 target	1.7m
2010/11 achieved	3.9m
Comment: SPSA has continued to achieve and exceed its efficiency savings targets over the last three years.	

³⁰ Information supplied by SPSA

³¹ These figures are still subject to review by Audit Scotland. Once audited, the SPSA board approved figures for 2010/11 will be available from October 2011.

3. Good practice and force initiatives

Some examples of good practice and initiatives developed during this year are highlighted below:

Serious organised crime disruption – Scottish Crime and Drug Enforcement Agency. During 2010 the SCDEA introduced a disruption strategy to tackle serious organised crime. The strategy involves a tiered response of disruption options in a variety of categories including financial, business, commodity, cash flow, location, transport method, personal and lifestyle. Its intention is to cause disruption at all levels of criminal activity, where possible using a partnership approach to maximise impact. During 2010/11 this has resulted in 59 significant disruptions to crime groups, the seizure of drugs with an estimated street value of £33m, seizure of £1.26m in cash and the identification of £9.1m of criminal assets for seizure under proceeds of crime legislation.

Continuous professional development programme – Scottish Police College. Working in partnership with the Scottish Institute for Policing Research this initiative harnesses expertise from Scotland's universities to allow the professional development of individuals employed within and beyond the Scottish Police Service.

MSc in professional enquiry – Scottish Police College. The Scottish Police College has developed and now offers this unique qualification, providing the first ever Scottish Qualifications Authority units at Masters level. Students have come from a range of employers, including Scottish and international police forces, the SPSA, the Crown Office and Procurator Fiscal Service, the Scottish Courts and the Scottish Ambulance Service.

Technical services and application management – Information and Communications Technology Operations and Support. Effective new processes have been developed to manage day-to-day demands for ICT support in order to minimise their effect on the standard operation of essential ICT services. It has included a targeted approach to dealing with operational backlogs. This renewed focus on the customer, combined with better communications and engagement, has achieved substantial improvements.

The economic crime programme – Scottish Police College. An innovative modular programme has been designed to equip officers and non-police investigators with the skills necessary to investigate serious and complex economic crime. This new non-residential and bespoke programme includes one-day seminars, on-line training, work assignments and some classroom study and examinations, and has not only reduced costs but generated income.

Dumfries & Galloway Constabulary website – Information and Communications Technology Operations and Support. This newly developed website includes a comprehensive news section covering appeals, campaigns, events, high profile cases and Crimestoppers information and is fully inclusive of the government-mandated standards of inclusion. The website has subsequently received national acclaim for its quality, compliance with standards and performance.

The Disclosure Project – Information and Communications

Technology Operations & Support and SPSA Criminal Justice. An innovative IT solution was developed to ensure that certain legal obligations were fulfilled in relation to disclosure. This automated process has significantly reduced staff input by removing the need for manual checks, and has brought about significant service improvement.

Police National Database Scottish Information Provision – The Scottish Police Services Authority and ACPOS Police National Database project team.

A three-step IT model for supplying regular information from Scottish Police Databases to the Police National Database has been developed. It allows for informed decision-making by UK police and agencies in the vital business areas of protecting children and vulnerable adults, helping to reduce the risk of terrorist activity and disrupting and preventing major, serious and organised crime.

Scottish Policing Awards 2010

Quality of service

- T in the Park, IT staff of Scottish Police Services Authority **commended**

Working more efficiently

- The National Officer Safety Training Review Project, Scottish Police College **commended**
- The Continuous Professional Development Programme, Scottish Police College **commended**
- MSc in Professional Enquiry: Strategic Leadership, Scottish Police College **commended**
- ICT Operations and Support, Technical Services and Application Management Scottish Police Services Authority **highly commended**
- The Economic Crime Programme Scottish Police College **highly commended**
- Police National Database Scottish Information Provision, Scottish Police Services Authority and ACPOS PND Project Team **outstanding contribution**
- Dumfries & Galloway Constabulary Website, Scottish Police Services Authority **outstanding contribution**

Making justice work

- Forensic Services Edinburgh, Scottish Police Services Authority **commended**
- The Data Reconciliation Project, Scottish Police Services Authority **highly commended**
- The Disclosure Project, Scottish Police Services Authority **highly commended**
- The Scottish Witness Protection Unit, Scottish Crime and Drug Enforcement Agency **highly commended**
- The Scottish Intelligence Coordination Unit, Scottish Crime and Drug Enforcement Agency **outstanding contribution**

4. Inspection findings

During 2010 Audit Scotland inspected the Scottish Police Services Authority (SPSA)³². Its final report acknowledges the improvement that the SPSA has made to services like criminal justice, training and forensics since its creation in 2007. However, the inspection also found that the SPSA was unable to meet all the information communication technology needs of its customers and faces significant challenges if it is to be able to deliver high quality services with less money. The SPSA has the potential to achieve savings for police forces and criminal justice bodies, but it cannot do this alone. All relevant bodies must work together with the Scottish Government to achieve this.

Recommendations

- The Scottish Government should invite SPSA to be a full member of the Scottish Policing Board.
- The SPSA, police and other criminal justice bodies should work together (through the commissioning and monitoring group or some other agreed means) to develop:
 - criteria for identifying priority areas for SPSA to deliver, and,
 - an agreed approach for commissioning new projects that ensures that different delivery options are fully evaluated and the expected benefits, timescales and cost implications are clearly identified.

The SPSA should:

- clearly identify priorities in its work programme and align its funding to deliver its priorities;
- engage more effectively with customers and provide clear and precise information on the progress, costs and expected timescales for the services being delivered, in particular in relation to ICT;
- speed up plans to improve its financial management systems, so that the board and staff have relevant and accurate cost information to enable them to prioritise service delivery and maximise the value for money achieved;
- use workforce planning to improve the capability and capacity of SPSA staff involved in ICT work;
- develop further leadership, management and customer service skills in staff to support delivery of its strategic priorities; and
- SPSA's board should offer appropriate support and challenge to SPSA.

³² http://www.audit-scotland.gov.uk/docs/central/2010/nr_101028_spsa.pdf

PUBLIC VALUE SUSTAINABLE POLICING RESTRUCTURE
GC SA CH WC
CHAPTER 3
LOOKING AHEAD
NDERS BEST VALUE PUBLIC
INDEPENDENCE VISIBILITY
OMPLAINTS PARTNERSHIP
PRIORITIES COLLABORATION
EFFICIENCY VIOLENCE **PROPORTIONALITY** POLICE
USE OF FIREARMS PROCEEDS OF CRIME ROAD SAFETY
COMMUNITY POLICING TERRORISM ANTI-SOCIAL
BEHAVIOUR DISORDER PUBLIC REASSURANCE DIVERSITY
DRUGS ACCOUNTABILITY **PUBLIC VALUE** SUSTAINABLE
POLICING RESTRUCTURE GOVERNANCE HIGH RISK
OFFENDERS BEST VALUE PUBLIC SATISFACTION LEADERSHIP
INDEPENDENCE VISIBILITY CHILD PROTECTION E-CRIME
COMPLAINTS PARTNERSHIP WORKING POLICING REFORM
PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS PROCEEDS
OF CRIME ROAD SAFETY COMMUNITY POLICING TERRORISM
ANTI-SOCIAL BEHAVIOUR DISORDER PUBLIC REASSURANCE
DIVERSITY DRUGS ACCOUNTABILITY **PUBLIC VALUE**
SUSTAINABLE POLICING RESTRUCTURE GOVERNANCE
HIGH RISK OFFENDERS BEST VALUE PUBLIC SATISFACTION
LEADERSHIP **INDEPENDENCE** VISIBILITY CHILD PROTECTION
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LEADERSHIP **INDEPENDENCE** VISIBILITY CHILD PROTECTION
E-CRIME COMPLAINTS PARTNERSHIP WORKING POLICING
REFORM PRIORITIES COLLABORATION EFFICIENCY VIOLENCE
PROPORTIONALITY POLICE USE OF FIREARMS

In the previous chapter we have sought to highlight the many achievements and widely positive performance of the police service in Scotland during 2010/11. At the same time much of the discussions and developments during this period have concentrated on the potential reform of Scottish policing in light of significant financial challenges. There can be little doubt that Scottish policing is about to enter the most challenging period of its history.

As an inspectorate, we have developed our 2011/13 corporate plan³³ to focus on three clear strands of activity. First, we will continue to assess how effectively and efficiently policing services are being delivered. Second, we will further assess the rationale and process of change; whether it is well founded and being taken forward in a manner that can support continuous improvement and provide greater public value in the longer term. Third, recognising the appetite for structural reform we will start to consider the role that HMICS will play beyond 2013.



“Our vision, mission and core values reflect our commitment to focusing our efforts on the overarching aim of improving the value of policing services in Scotland.”

Recognising the additional pressures that will be brought to bear on the police service in Scotland by the reform agenda, our activities must be proportionate and by concentrating on areas of risk, wherever possible should strive to reduce the amount or type of scrutiny required. Importantly, our work must remain independent and we will ensure that our judgments are impartial and objective.



³³ HMICS Corporate Plan 2011/13

PUBLIC VALUE SUSTAINABLE POLICING RESTRUCTURE
GC SK OFFENDERS BEST VALUE PUBLIC
SA **APPENDICES** SHIP **INDEPENDENCE** VISIBILITY
CHILD PROTECTION E-CRIME COMPLAINTS PARTNERSHIP
WORKING POLICING REFORM PRIORITIES COLLABORATION
EFFICIENCY VIOLENCE **PROPORTIONALITY** POLICE
USE OF FIREARMS PROCEEDS OF CRIME ROAD SAFETY
COMMUNITY POLICING TERRORISM ANTI-SOCIAL
BEHAVIOUR DISORDER PUBLIC REASSURANCE DIVERSITY
DRUGS ACCOUNTABILITY **PUBLIC VALUE** SUSTAINABLE
POLICING RESTRUCTURE GOVERNANCE HIGH RISK
OFFENDERS BEST VALUE PUBLIC SATISFACTION LEADERSHIP
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OF CRIME ROAD SAFETY COMMUNITY POLICING TERRORISM
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OF CRIME ROAD SAFETY COMMUNITY POLICING TERRORISM
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DIVERSITY DRUGS ACCOUNTABILITY **PUBLIC VALUE**
SUSTAINABLE POLICING RESTRUCTURE GOVERNANCE HIGH
RISK OFFENDERS BEST VALUE PUBLIC SATISFACTION
LEADERSHIP **INDEPENDENCE** VISIBILITY CHILD PROTECTION
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PROPORTIONALITY POLICE USE OF FIREARMS

Appendix 1 – Table of publications

Best Value Audit and Inspection of Northern Constabulary and Northern Joint Police Board

Suggested by	Accounts Commission and HMICS
Publication	Report published on 7 April 2010, available at http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2010/BVNorthern

Police National Computer: National Overview Report

Suggested by	HMICS
Publication	Report published on 4 August 2010, available at http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/pub2010/PNCnoreport

Crime Audit: National Overview and Force Reports

Suggested by	HMICS
Publication	Reports published on 12 August 2010, available at http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/CrimeAuditreports

Victims in the Criminal Justice System

Suggested by	HMICS and Inspectorate of Prosecution in Scotland
Publication	Report published on 13 October 2010, available at http://www.scotland.gov.uk/Publications/2010/10/08133638/0

Best Value Audit and Inspection of Grampian Police and Grampian Joint Police Board

Suggested by	Accounts Commission and HMICS
Publication	Report published on 24 February 2011, available at http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/BVGrampianPolice

Contest Strategy 'Prepare'

Suggested by	Scottish Government
Publication	Report published on 21 March 2011. This inspection examined the 'prepare' aspect of multi-agency efforts to counter international terrorism in the UK. The nature of the subject matter means that the report is considered 'Confidential' under the Government Protective Marking Scheme which prevents us from openly publishing this report. We have, however, shared its content with forces, police authorities and joint boards as well as relevant partner agencies.

Best Value Audit and Inspection of Strathclyde Police and Strathclyde Police Authority

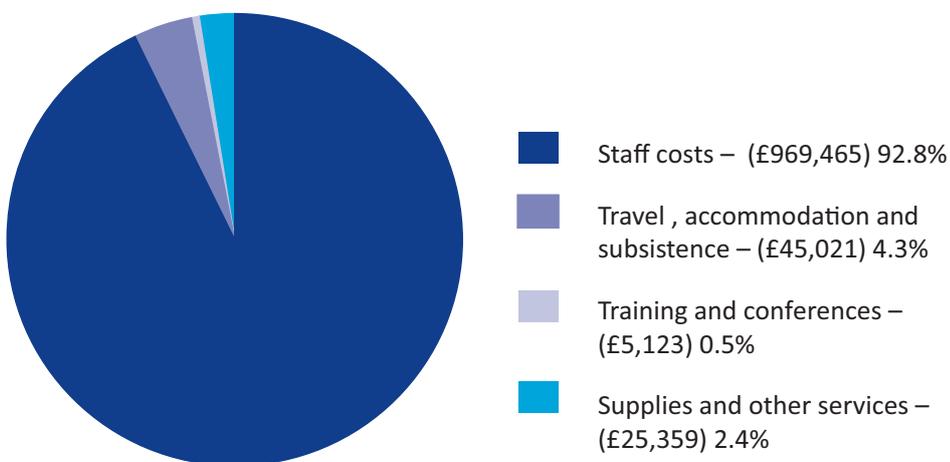
Suggested by	Accounts Commission and HMICS
Publication	Report published on 14 July 2011, available at http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403/publications/BVStrathclydePolice

Appendix 2 – Our budget

The Inspectorate is funded entirely by the Scottish Government in respect of staff, accommodation, technology, travel and other expenses. The costs associated with the posts of HM Inspector of Constabulary and permanent support staff are funded directly. The salaries and expenses of seconded police officers and, during this financial year, a seconded member of Audit Scotland staff, are initially paid by the individual's home force or organisation and then reclaimed from our budget. Seconded staff costs do not include the salaries of officers or support staff attached to us on a short- to medium-term basis for specific inspections or general development. We do, however, pay the travel and subsistence costs for these temporary staff members.

Our budget for 2010/11 was £1.034m. Our expenditure for this period is shown at Figure 1 below. This year we had an overspend of £0.011m which was attributable to a short-term increase in staffing requirements.

Figure 1: Budget allocation for HMICS, 2010/11



Our total budget for 2011/12 is £1.02m. This represents an overall decrease of 1.3% from the previous year which includes a 10.0% reduction in our administrative budget.

Appendix 3 – Statements of expenditure, sustainable economic growth and effectiveness, efficiency and economy

Sections 31 and 32 of the Public Services Reform (Scotland) Act 2010 (the Act) place a duty on Scottish public bodies to publish information on expenditure and the exercise of functions as soon as is reasonably practicable after the end of the financial year.

1. Expenditure

Below, we set out the information required by the Act for the financial year 2010/11.

Expenditure 2010/11	Amount (£) or Number	Detail
Overseas travel	£585.14	This represents 0.05% of our annual budget. Such expenditure is generally incurred through the sharing of our professional and technical expertise with other inspectorates, in this instance with Garda Síochána Inspectorate in Dublin.
Hospitality and entertainment (given)	£666.03	This represents 0.06% of our annual budget. This expenditure relates to room hire and the provision of a light buffet lunches for consultation events, such as Independent Advisory Group meetings.
External consultancy	£2,500	This represents 0.24% of our annual budget. This expenditure was incurred as part of our Victims thematic inspection during November 2010.
Public relations	Nil	
Payments with a value of £25,000 (not including remuneration)	Nil	
No. of employees who received remuneration in excess of £150,000	1	1 – HM Inspector of Constabulary

2. Sustainable Economic Growth

The Public Services Reform (Scotland) Act 2010, section 32(1)(a) requires listed public bodies to publish a statement of the steps it has taken during the financial year to promote and increase sustainable growth through the exercise of its functions.

Her Majesty's Inspectorate for Scotland contributes to sustainable economic growth in Scotland by monitoring police forces in Scotland and helping them to improve. This is achieved through our programme of Best Value audits and inspections which highlight areas for improvement to forces and to the police authorities and boards who hold them to account. Through our thematic inspections we also make recommendations for improvement to forces, partners, the Association of Chief Police Officers in Scotland and the Scottish Government.

We inspect forces who's total annual spend for 2010/11 was £974.6m. During the last year we conducted three Best Value inspections of forces and their authorities or joint boards in conjunction with Audit Scotland. We also undertook two thematic inspections and a crime audit.

All our reports are published on our website at <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/local/15403>

In addition to the above we have contributed to the National Performance Framework by implementing a range of measures to reduce our impact on the environment, including promoting the use of public transport and greater use of recycling.

3. Efficiency, effectiveness and economy

Section 32 (1)(b) of the Act requires listed public bodies to publish a statement of the steps they have taken to improve efficiency, effectiveness and economy in the exercise of their functions.

Over the last year HMICS has, through careful workforce planning and a programme of efficiency improvement projects, reduced its inspection support staffing by 25% and identified new ways of working that will ensure that we remain able to carry out our inspection activity with the available level of staffing and resources.

Our inspection activity is more risk based and proportionate than it has been in the past, allowing us to focus on matters of greatest significance and risk. Furthermore, wherever possible we work collaboratively with other inspectorates, pooling our resources and expertise.

We continue to make use of shared services, using IT, estates and other services provided by the Scottish Government.

Appendix 4 – Awards and commendations

The honours and awards conferred each year on police officers, support staff and special constabulary, are a reflection of the Service's commitment to the people of Scotland. In 2010/11, Her Majesty bestowed the following honours on members of the service in recognition of their exceptional service:

QUEEN'S NEW YEAR HONOURS 2010

Queen's Police Medal (QPM)



Kevin Smith, Chief Constable, Central Scotland Police



Iain MacLeod, latterly Deputy Chief Constable, Central Scotland Police



Neil Richardson, Deputy Chief Constable, Strathclyde Police

Appendix 5 – Statistical information

Below is a list of relevant electronic links and web addresses:

1. ACPOS Scottish Policing Performance Framework (SPPF)

<http://www.acpos.police.uk/SPPF/Index.html>

2. Public performance reports of the Scottish forces and Scottish Police Services Authority.

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

Central Scotland Police

http://www.centralscotland.police.uk/about/exec/docs/csp_annualreport_1011.pdf

Dumfries and Galloway Constabulary

http://www.dg.police.uk/aboutUs/ourDocs/perform/annualReport/2010_2011.htm

Fife Constabulary

<http://www.fife.police.uk/default.aspx?page=3789>

Grampian Police

<http://www.grampian.police.uk/Pdf/Publications/Annual%20Reports/Annual%20Report%202010-11%20FINAL.pdf>

Lothian and Borders Police

http://www.lbp.police.uk/publications/2011/annual_report.pdf

Northern Constabulary

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

Strathclyde Police

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

Tayside Police

<http://www.tayside.police.uk/Downloads/force%20publications/annualreport2010-2011.pdf>

Scottish Police Services Authority (SPSA)

http://www.spsa.police.uk/about/our_corporate_publications/annual_reports

3. Statement of police grant earning expenditure and income for financial year ended 31 March 2011.

The Scottish Government Safer Communities Directorate collates financial information on police grant earning expenditure and income for the police service in Scotland. While the information for the year 2010/11 is not currently available, any enquiries should be directed to:

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Police Division
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