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Foreword
I am pleased to present my first annual report as Her Majesty’s Inspector of Constabulary for Scotland (HMICS).

The purpose of my report is to provide commentary on the state, efficiency and effectiveness of policing in Scotland. Overall I can report that, during 2012-13, policing continued to deliver a high quality service for the people of Scotland and communities can have confidence that their forces – a structure that no longer exists – were being run effectively and efficiently, to keep Scotland safe. As a result Scottish policing is well placed as we continue to develop the new landscape of a national force and police authority.

My report aims to provide commentary both from a national perspective and within each police force area and the common police services (Forensic Services, Scottish Police College, Scottish Crime and Drug Enforcement Agency and Information Services) that constituted Scottish policing. In doing so I have provided an overview of the complexities and challenges faced during the year and highlighted performance in relation to a number of key areas. Where relevant, I have also highlighted key recommendations made by HMICS (and others) which set the agenda for continuous improvement.

Throughout the year, all involved in policing steadily became more deeply involved in preparations for transition and delivering a single police service for Scotland on 1 April 2013. In the final year of the eight Scottish forces it is recognised that significant work went into transition, and it is to the credit of all staff, both warranted and support, that business as usual did not suffer, and indeed crime levels have continued to drop. The support of communities and partner agencies throughout Scotland for the work of policing was an intrinsic part of this success.

There are, however, still significant challenges for policing in Scotland over the coming year. Whilst my report focuses on the period 1 April 2012 to 31 March 2013, I have taken the opportunity to provide commentary on the on-going programme of police reform and our work to deliver an inspection model that will be fit for the purpose of monitoring and continuously improving policing in Scotland.
My sincere thanks go to my predecessor Andrew Laing for the work completed to prepare the Inspectorate for the new policing landscape of a single national force and police authority, and to the many partners with whom we have worked with over the year in delivering our inspection programme.

As Scottish policing embraces the biggest changes in a generation, it is crucial that the scrutiny of policing services remains independent, proportionate and focused on those areas of highest risk. By working together we can ensure an accountable, effective and efficient policing service for the communities of Scotland in the years ahead.

**George Graham**  
Her Majesty’s Inspector of Constabulary for Scotland
Chapter 1
Our Work 2012-13
About Us

HMICS exists to assure the Scottish Parliament and the people of Scotland as to the effectiveness and efficiency of the police service in Scotland.

We are an independent organisation and work with police forces, police authorities and the Scottish Government as well as others with an interest in Scottish policing, with the overarching aim of improving the value of policing services delivered in Scotland.

Further information about us and how we monitor and improve policing in Scotland can be found on our website www.hmics.org, which has been developed to improve accessibility to our reports and publications, increase transparency and engagement with our stakeholders and users of policing services, whilst also recognising the growth in the use of social media for communication and participation.

Peer Review

In 2012 a Peer Review was commissioned, the purpose of which was to provide independent commentary on the approach adopted by HMICS, particularly since December 2010, and an assessment of its relevance to and impact on policing in Scotland in the context of police reform.

The review concluded that work already undertaken had provided a good platform for the next phase of HMICS development, and that the changes occurring on 1 April 2013 represented an important opportunity to revisit and re-affirm HMICS role, purposes and priorities.

Following on from this review an internal improvement plan was created for use within HMICS. This is a living document which has informed internal improvement processes, and which continues to be added to and developed.

Link to Peer Review
Memoranda Of Understanding (MOUs)

The Police and Fire Reform (Scotland) Act 2012 places a duty on HMICS to co-operate and co-ordinate activity with the Police Investigation & Review Commissioner (PIRC) and the Auditor General for Scotland (AGS) with a view to improving how the respective functions are carried out.

Consequently HMICS has entered into Memoranda Of Understanding which set out how the organisations intend to fulfill these duties. The documents describe respective powers and responsibilities and propose a framework for collaborative working. This framework is designed to optimise the skills and experience involved in inspections, reviews or investigations, avoid duplication of effort and minimise the burden of scrutiny.

Link to PIRC MOU

Link to Audit Scotland MOU
Our Inspections 2012-13

BEST VALUE AUDIT AND INSPECTIONS
During 2012-13 we conducted a Best Value audit and inspection of Fife Constabulary and Fife Council Police, Fire and Safety Committee. This inspection, conducted jointly with Audit Scotland, examined both service performance and the progress the force was making in delivering its strategic outcome objectives.

Link to report

BEST VALUE IN POLICE AUTHORITIES AND POLICE FORCES IN SCOTLAND: OVERVIEW REPORT (Joint report with Audit Scotland)
Following a series of individual police authority and police force reports, this overview report provided a helpful resource as the new Scottish Police Authority (SPA) was established. The challenging findings and lessons learned from what has gone before provided rich areas of information for both the SPA and other parties in the development of the new policing landscape.

Link to report

A THEMATIC INSPECTION OF THE CARE AND WELFARE OF PERSONS DETAINED IN POLICE CUSTODY IN SCOTLAND
During a series of unannounced weekend visits across Scotland, through physical inspection, direct engagement and dialogue with prisoners, my inspection staff found those spoken to were well looked after and that they themselves were satisfied that their individual care and welfare needs were being met. Custody suites throughout Scotland were found to be varied in design but generally in good condition and clean. As would be expected, some were better than others and this is largely due to factors associated with their age and original design. Although issues remain at some locations it was clear that there are generally high standards of care and the basic needs of detainees throughout Scotland were being met, and that persons detained in police custody in Scotland are treated with dignity and respect by professional staff.

Link to report
A THEMATIC INSPECTION OF THE DEVELOPMENT OF LOCAL POLICE PLANS AND LOCAL FIRE AND RESCUE PLANS AND ASSOCIATED ARRANGEMENTS FOR LOCAL SCRUTINY AND ENGAGEMENT

This review by HMICS, supported by HM Fire Service Inspectorate (HMFSI), provided an early overview of emerging arrangements for local scrutiny and engagement. Our review found that progress is being made in all areas toward the delivery of the three key elements of reform, and overall we found that the development of local scrutiny and engagement structures is broadly welcomed.

As it was too early in the development of the new arrangements to make meaningful judgements on their impact, our recommendation was that a more comprehensive review will be required early in 2014 and that we should engage with our colleagues in Audit Scotland to discuss how this may take place.

Link to report

HMICS REVIEW OF THE COMMON PERFORMANCE PLATFORM

In December 2012, in terms of s.33 of the Police (Scotland) Act 1967, the Cabinet Secretary for Justice requested that HMICS carry out an inquiry into the Common Performance Platform project – an Information and Communications Technology (ICT) solution to provide performance management information on a national basis – in order to draw out lessons for the future successful delivery of police ICT and, more generally, police projects. A copy of the report was published by the Cabinet Secretary on 21 June 2013.

Link to report

FORCE CONFERENCES

To further streamline inspection activity, HMICS developed a programme of force conferences for the autumn/winter period of 2011-12 and this was repeated again in the autumn/winter period of 2012-13. These conference events involved HMICS meeting with each force and its police authority or joint board to discuss local and national issues, change management plans and emerging strategic themes.

To provide a common framework, the assessment of forces focused on the four broad areas of policing activity of Local Policing, Community Planning Partnership Outcomes, Specialist Policing, and Corporate Centre Activities. The conferences followed on from a detailed literature review of strategic force documents, policies and plans, to enable HMICS to make an assessment of effectiveness and efficiency.
This enabled HMICS to produce a report in relation to each force, and for Scotland as a collective to give a national snapshot of the health of Scottish policing whilst also signposting to other areas of necessary inspection activity.

It was also an opportunity to assess how prepared each organisation was in advance of the creation of the single national force and police authority, and the handing over of not only the responsibility for policing but the human and physical resources.

These forums also gave the executive teams and representative(s) from the police authority/joint board the opportunity to express any concerns or risks in relation to the on-going reform process, and also their thoughts and aspirations for the future.

These meetings proved an extremely useful and worthwhile exercise, with information gathered, issues and concerns highlighted, which allowed for a fuller picture to be formed of where policing was in respect of the reform process, and in advance of 1 April 2013. Issues raised were highlighted to the practitioners involved in reform – making them aware of what was being carried out across the country – and the process allowed HMICS to share good practice more widely across Scotland.

OUTSTANDING RECOMMENDATIONS

We have been working with the Police Service of Scotland on the outstanding recommendations that relate to previous inspection activity within the legacy forces. A number of these recommendations have now been discharged and we will continue to monitor those that remain.

These recommendations cover inspection activity from the following inspections:

- Contest – Prevent (22/01/08)
- Serious Fraud (13/05/08)
- Quality of Service (30/05/08)
- Domestic Abuse (27/08/08)
- Proceeds of Crime (POCA) (28/10/09)
- PNC Re-Inspection (2010)
- Contest – Prepare (21/03/11)
Chapter 2
The State, Efficiency and Effectiveness of Policing in Scotland
The State, Efficiency and Effectiveness of Policing in Scotland

Overall, for the period April 2012 to March 2013 I can report that the Scottish police service performed very well. Reported crime was at its lowest in Scotland for a generation, and indeed was down 13\% in 2012-13 compared with 2011-12 figures.

<table>
<thead>
<tr>
<th>Crime/Offence group</th>
<th>Central Dumfries &amp; Galloway</th>
<th>Fife</th>
<th>Grampian</th>
<th>Lothian &amp; Borders</th>
<th>Northern</th>
<th>Strathclyde</th>
<th>Tayside</th>
<th>SCOTLAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-sexual crimes of violence</td>
<td>347</td>
<td>109</td>
<td>327</td>
<td>496</td>
<td>1,464</td>
<td>406</td>
<td>3,966</td>
<td>415</td>
</tr>
<tr>
<td>Sexual offences</td>
<td>392</td>
<td>133</td>
<td>581</td>
<td>956</td>
<td>1,331</td>
<td>471</td>
<td>3,337</td>
<td>492</td>
</tr>
<tr>
<td>Crimes of dishonesty</td>
<td>6,656</td>
<td>2,124</td>
<td>7,854</td>
<td>13,932</td>
<td>28,389</td>
<td>4,337</td>
<td>63,352</td>
<td>9,255</td>
</tr>
<tr>
<td>Fire-raising, vandalism etc.</td>
<td>3,261</td>
<td>1,277</td>
<td>3,445</td>
<td>6,012</td>
<td>10,411</td>
<td>2,809</td>
<td>28,078</td>
<td>4,064</td>
</tr>
<tr>
<td>Other crimes</td>
<td>3,278</td>
<td>1,708</td>
<td>3,023</td>
<td>4,470</td>
<td>8,194</td>
<td>3,332</td>
<td>34,868</td>
<td>3,580</td>
</tr>
<tr>
<td>Total crimes</td>
<td>13,934</td>
<td>5,351</td>
<td>15,230</td>
<td>25,866</td>
<td>49,789</td>
<td>11,355</td>
<td>133,601</td>
<td>17,806</td>
</tr>
<tr>
<td>Miscellaneous offences</td>
<td>9,917</td>
<td>3,701</td>
<td>9,824</td>
<td>18,061</td>
<td>22,695</td>
<td>8,871</td>
<td>120,721</td>
<td>9,624</td>
</tr>
<tr>
<td>Motor vehicle offences</td>
<td>24,295</td>
<td>17,313</td>
<td>30,150</td>
<td>42,849</td>
<td>18,869</td>
<td>162,915</td>
<td>23,639</td>
<td>333,137</td>
</tr>
<tr>
<td>Total offences</td>
<td>34,212</td>
<td>21,014</td>
<td>48,211</td>
<td>65,544</td>
<td>27,740</td>
<td>283,636</td>
<td>33,263</td>
<td>536,551</td>
</tr>
<tr>
<td>Total crimes and offences</td>
<td>48,146</td>
<td>26,365</td>
<td>38,161</td>
<td>74,077</td>
<td>115,333</td>
<td>417,237</td>
<td>51,069</td>
<td>809,483</td>
</tr>
</tbody>
</table>

In addition, the clear up rate for all recorded crime increased 2\% after remaining static for the two preceding years.

<table>
<thead>
<tr>
<th>Crime/Offence group</th>
<th>Central Dumfries &amp; Galloway</th>
<th>Fife</th>
<th>Grampian</th>
<th>Lothian &amp; Borders</th>
<th>Northern</th>
<th>Strathclyde</th>
<th>Tayside</th>
<th>SCOTLAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-sexual crimes of violence</td>
<td>59</td>
<td>72</td>
<td>65</td>
<td>45</td>
<td>44</td>
<td>68</td>
<td>50</td>
<td>55</td>
</tr>
<tr>
<td>Sexual offences</td>
<td>96</td>
<td>94</td>
<td>89</td>
<td>77</td>
<td>70</td>
<td>95</td>
<td>77</td>
<td>88</td>
</tr>
<tr>
<td>Crimes of dishonesty</td>
<td>76</td>
<td>80</td>
<td>80</td>
<td>60</td>
<td>62</td>
<td>76</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Fire-raising, vandalism etc.</td>
<td>49</td>
<td>58</td>
<td>57</td>
<td>32</td>
<td>35</td>
<td>53</td>
<td>34</td>
<td>46</td>
</tr>
<tr>
<td>Other crimes</td>
<td>34</td>
<td>57</td>
<td>48</td>
<td>30</td>
<td>22</td>
<td>49</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Miscellaneous offences</td>
<td>98</td>
<td>99</td>
<td>99</td>
<td>97</td>
<td>96</td>
<td>99</td>
<td>98</td>
<td>98</td>
</tr>
<tr>
<td>Total crimes</td>
<td>87</td>
<td>91</td>
<td>93</td>
<td>73</td>
<td>75</td>
<td>91</td>
<td>88</td>
<td>84</td>
</tr>
</tbody>
</table>

The total number of full-time equivalent (FTE) police officers in Scotland as at 31 March 2013 was 17,537. This was an increase of 0.2% (37) on last year’s total, with forces continuing to achieve the Scottish Government’s commitment to fund an additional 1,000 police officers. The total number of FTE members of police staff decreased by 2.5% (143) to 5,566. Similarly the total numbers of special constables decreased by 3% (45) to 1,411.

<table>
<thead>
<tr>
<th>Deployment</th>
<th>Central</th>
<th>Dumfries &amp; Galloway</th>
<th>Fife</th>
<th>Grampian</th>
<th>Lothian &amp; Borders</th>
<th>Northern</th>
<th>Strathclyde</th>
<th>Tayside</th>
<th>SCOTLAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police officers</td>
<td>878</td>
<td>526</td>
<td>1,112</td>
<td>1,528</td>
<td>2,997</td>
<td>789</td>
<td>8,458</td>
<td>1,249</td>
<td>17,537</td>
</tr>
<tr>
<td>Police staff</td>
<td>310</td>
<td>219</td>
<td>385</td>
<td>601</td>
<td>994</td>
<td>322</td>
<td>2,279</td>
<td>487</td>
<td>5,566</td>
</tr>
<tr>
<td>Special constables</td>
<td>99</td>
<td>110</td>
<td>113</td>
<td>156</td>
<td>177</td>
<td>114</td>
<td>516</td>
<td>126</td>
<td>1,411</td>
</tr>
</tbody>
</table>

This performance and commitment to delivering policing services to the communities of Scotland has been delivered in the context of the additional challenges placed upon Scottish policing by on-going police reform and preparations for the transfer of responsibility for policing to the new national force – the Police Service of Scotland – and to the Scottish Police Authority.

From the visits and inspections carried out through the year, it is clear that forces were committed to maintaining front-line services for the benefit of local communities. It is to their credit that they were able to maintain this focus with all the additional demands being placed on them.

I am satisfied that the police service in Scotland demonstrated commitment to continuous improvement. It is my expectation that Scottish policing will continue to lead and drive this agenda through the on-going process of reform.

A significant amount of time has been devoted, both at a national level and by all forces and boards, to plan for and influence reform to ensure a smooth transition. The support, energy and commitment of leadership, police officers and staff, working with communities and partners, has enabled a strong performance to continue to be delivered, while preparing for the most significant change to policing in 37 years.

Overall, for the final year of the eight geographical force structure, I am pleased to report that policing in Scotland in 2012-13 was efficient and effective.


1 / Force Profile

Central Scotland Police served a population of approximately 293,760 and covered some 1,016 square miles of mixed urban and rural areas containing one of the biggest petrochemical complexes in Europe. There were two territorial area commands, one of which covered the local authority areas of Stirling and Clackmannanshire, the other had the same boundaries as those of Falkirk Council. The force had 878 police officers, 310 members of police staff, 99 special constables and expenditure on salaries was £47.4m, operating overheads £7.8m and capital £1.5m.8

2 / Force Performance9

The total number of crimes recorded by Central Scotland Police decreased by 14% between 2011-12 and 2012-13 to 13,934. Decreases were recorded in all of the five crime groups, ranging from a 1% decrease in other crimes, to a 25% decrease in fire-raising, vandalism etc.

Central Scotland Police had the third highest rate of offences in Scotland at 1,144 per 10,000 population. This was driven by the high number of motor vehicle offences, 812 per 10,000 population.

Clear up rates for all crime groups were above or the same as the corresponding figure for Scotland. For three of the five crime groups, the clear up rate recorded by Central Scotland Police increased between 2011-12 and 2012-13, with the other two crime groups remaining the same as 2011-12, with fire-raising etc. remaining at 34% and other crimes remaining at 98%. The largest increase was four percentage points reported for non-sexual crimes of violence.

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8 Scottish Policing Performance Framework Annual Report 2012-13

9 Force Performance information is a summarised and updated version of that published in the Recorded Crime In Scotland 2012-13 Statistical Bulletin by the Justice Analytical Services within the Scottish Government
1 / Force Profile
Dumfries and Galloway Constabulary was Scotland’s smallest force in terms of residential population, serving approximately 148,190 people. Nevertheless, at 2,649 square miles it covered the fourth largest geographical area, taking in the busy ferry ports of Stranraer and Cairnryan. The force was divided into two operational policing divisions – Galloway division and Dumfries division and had 526 police officers, 219 members of police staff, 110 special constables and expenditure on salaries was £28.3m, operating overheads £4.5m and capital £1.8m.10

2 / Force Performance11
Crimes recorded by Dumfries and Galloway Constabulary decreased for the eighth year in succession and overall by 11% since 2011-12 to total 5,351. There were decreases in all crime and offence groups ranging from a 6% decrease in other crimes to a 23% decrease in fire-raising, vandalism etc.

There was a decrease of 7% in offences recorded by Dumfries and Galloway Constabulary. The decrease in the number of miscellaneous offences was driven by a 16% decrease in common assault while the decrease in motor vehicle offences recorded was driven by a 12% decrease in speeding offences.

The overall clear up rate for crimes in the Dumfries and Galloway Constabulary force area was 72%, 21 percentage points higher than the Scottish average and the highest rate of all eight police forces. The clear up rates for crimes of dishonesty (58%) and fire-raising, vandalism etc. (57%) were the highest rates recorded across all forces in 2012-13, with sexual offences joint highest at 80%.

Scottish Policing Awards 201212
Winner – Quality of Service
Wobbly Stan Benzodiazepine Misuse campaign.

1 / Force Profile

Fife was Scotland’s smallest force in terms of geographical area, at just 513 square miles, but nevertheless took in the university and golfing destination of St Andrews as well as the port of Rosyth. Moreover, the population of this compact region was relatively sizeable, at approximately 365,020. The force’s operational division operated across seven policing areas – North East Fife, Levenmouth, Glenrothes, Kirkcaldy, Cowdenbeath, Dunfermline and South West Fife. The force had 1,112 police officers, 385 members of police staff, 113 special constables and expenditure on salaries was £57.3m, operating overheads £8.0m and capital £0.9m.13

2 / Force Performance14

The number of crimes recorded by Fife Constabulary decreased for the eighth consecutive year and overall by 15% between 2011-12 and 2012-13 to total 15,230. There were noticeable decreases across all crime groups with the exception of sexual offences, which decreased by only two crimes.

There was a decrease of 11% in the number of offences recorded by Fife Constabulary. Within offences there was a decrease of 8% in the number of miscellaneous offences recorded and a decrease of 12% in the number of motor vehicle offences. The overall clear up rate for crime in Fife Constabulary was 65%.

The detection rates increased in two of the five crime groups; crimes of dishonesty increased by six percentage points (57%) and fire-raising, vandalism etc., increased by four percentage points (48%), between 2011-12 and 2012-13. The biggest decrease in the clear up rates in Fife Constabulary was for non-sexual crimes of violence, which decreased by eight percentage points to 89%.


3 / Inspection Findings

Best Value Audit and Inspection

During April and May 2012, Fife Constabulary and Police Authority were inspected by HMICS and Audit Scotland.

The overall assessment of the force was that it was performing well and that the force demonstrated many of the elements of best value. The force executive’s long-term strategy in support of its vision of taking policing closer to the community was being delivered through the force community engagement model. The force had maintained police numbers while at the same time embarking on a significant change programme to manage a reduction in the police budget. Overall crime rates continued to fall and detection rates rose.

Within the context of that good performance there remained some scope for continuous improvement. In particular, it was highlighted that:

■ there was room to improve the way local community priorities were communicated internally;
■ the force could have worked more closely with the committee to improve performance reports by providing more contextual information on exceptions, comparative data with other forces or organisations; information on the diversity of the workforce and the cost of activity to assist in meaningful scrutiny and allow the committee to consider value for money;
■ the force could have improved its commitment to openness and accountability by publishing force performance and policy group minutes timeously; and
■ although overall performance was good and crime continued to fall, there was scope for the force to take further steps in relation to increases in reported domestic abuse and hate crime where improvements in reporting and recording should have provided a platform from which to begin to make progress.
1 / Force Profile
Grampian Police force area had a population of 550,620 and covered a region of some 3,253 square miles. In addition to its normal duties it was responsible for policing offshore installations and Royal residences. The force operated across three territorial divisions, covering Aberdeen, Aberdeenshire and Moray and had 1,528 police officers, 601 members of police staff, 156 special constables and expenditure on salaries was £84.4m, operating overheads £17.6m and capital £5.3m.15

2 / Force Performance16
The number of recorded crimes in the Grampian Police force area decreased by 11% between 2011-12 and 2012-13, to a total of 25,866 crimes. Decreases were recorded in all five crime groups between 2011-12 and 2012-13, with the non-sexual crimes of violence group decreasing by 19%. The smallest decrease was in sexual offences, with the number of crimes decreasing by 3% between 2011-12 and 2012-13.

The total number of offences recorded by Grampian Police decreased by 8%, from 52,310 in 2011-12 to 48,211 in 2012-13. The decrease was driven by an 10% decrease in motor vehicle offences.

The overall crime clear up rate for Grampian Police decreased by three percentage points between 2011-12 and 2012-13 to 45%. The clear up rates for all crime groups decreased. The biggest decrease was in non-sexual crimes of violence (eight percentage points), followed by crimes of dishonesty (five percentage points). Sexual offences decreased by two percentage points, while other crimes, fire-raising, vandalism etc., each decreased by one percentage point.

Scottish Policing Awards 201217
Winner – SIPR Applied Policing Research Award
Geographies of Missing people: Processes, Experiences, Responses.


1 / Force Profile

Lothian and Borders Police covered an area of 2,471 square miles and a population of 949,710. Its duties included policing Scotland’s capital city of Edinburgh as well as the Scottish Parliament. The force had four territorial divisions, covering the city of Edinburgh, East Lothian and Midlothian, West Lothian and the Scottish Borders. It had 2,997 police officers, 994 members of police staff, 177 special constables and expenditure on salaries was £159.7m, operating overheads £33.3m and capital £4.7m.18

2 / Force Performance19

Recorded crime in the Lothian and Borders Police force area decreased by 13% in 2012-13. The number of crimes decreased from 57,466 in 2011-12 to 49,789 in 2012-13. Decreases were reported in all of the five crime groups. The largest decreases were seen in fire-raising, vandalism etc. where the decrease was 24%, and in non-sexual crimes of violence where the decrease was 20%.

The number of offences recorded by Lothian and Borders Police decreased by 10% between 2011-12 and 2012-13. Within the two offence groups, miscellaneous offences decreased by 4% while motor vehicle offences decreased by 13%.

The overall clear up rate for crimes for the Lothian and Borders Police force area was 44% in 2012-13, the same as in 2011-12 and seven percentage points lower than the Scottish average. The clear up rate increased for non-sexual offences of violence by two percentage points to stand at 70%. The clear up rate for sexual offences decreased by four percentage points to 62% and fire-raising, vandalism etc. and other crimes each decreased by two percentage points.

Scottish Policing Awards 201220

Winner – Making Justice Work
Operation Advance.


1 / Force Profile

Northern Constabulary covered the largest geographical area in Scotland at some 10,000 square miles, but at approximately 290,330, one of the smaller populations. In addition to the northernmost section of the Scottish mainland, it policed the island groups of Shetland, Orkney and the Western Isles regions. 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 provided the policing arrangements for the annual RockNess music festival. The force had 789 police officers, 322 members of police staff, 114 special constables and expenditure on salaries was £41.8m, operating overheads £15.0m and capital £2.7m.21

2 / Force Performance22

The number of crimes recorded by Northern Constabulary decreased by 16%, from 13,556 in 2011-12 to 11,355 in 2012-13. Northern Constabulary reported decreases in four of the five crime groups, the largest being a 21% decrease in fire-raising, vandalism etc. There was a 33% increase in the number of sexual offences recorded, from 355 in 2011-12 to 471 in 2012-13.

There was a 4% increase in the number of offences recorded by Northern Constabulary in 2012-13 compared to 2011-12. Miscellaneous offences decreased by 6% while motor vehicle offences increased by 9%.

The overall clear up rate for crimes in the Northern police force area was 68%, 17 percentage points higher than Scotland and the second highest of the eight police forces. The clear up rates increased for three of the five crime groups in 2012-13 compared to 2011-12. The clear up rate for non-sexual crimes of violence, crimes of dishonesty and fire-raising, vandalism etc. each increased by one percentage point. The clear up rate for other crimes decreased by one percentage point to stand at 99%. The clear up rate for sexual offences decreased by five percentage points to 76%. However, this still stands eight percentage points higher than the Scotland total.


22 Force Performance information is a summarised and updated version of that published in the Recorded Crime In Scotland 2012-13 Statistical Bulletin by the Justice Analytical Services within the Scottish Government
1 / Force Profile

At 2,221,830, Strathclyde Police served the largest section of the population in Scotland and covered a geographical area of 5,370 square miles. It took in some of the most deprived areas of the country and accounted for the majority of its recorded crime and offences. The force had 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 had 8,458 police officers, 2,279 members of police staff, 516 special constables and expenditure on salaries was £413.8m, operating overheads £66.9m and capital £16.7m.23

2 / Force Performance24

The number of crimes recorded by Strathclyde Police force decreased by 14% between 2011-12 and 2012-13, to total 133,601. There were decreases in four of the five crime groups; non-sexual crimes of violence decreased by 24%, fire-raising, vandalism etc. decreased by 23% and crimes of dishonesty decreased by 14%. The number of sexual offences increased by 15% between 2011-12 and 2012-13.

The total number of offences recorded by Strathclyde Police increased from 270,213 in 2011-12 to 283,636 in 2012-13, an increase of 5%. Miscellaneous offences decreased by 2% while motor vehicle offences increased by 11%.

The clear up rates for three of the five crimes groups were lower for Strathclyde Police than the Scotland figure, except for sexual offences (68%) and other crimes (98%) where they were the same as the Scotland total. In 2012-13, the clear up rates for four of the five groups increased while the rate for other crimes remained the same as in 2011-12. The clear up rates for non-sexual crimes of violence increased by six percentage points, sexual offences and fire-raising, vandalism etc. both increased by three percentage points and crimes of dishonesty increased by two percentage points.


24 Force Performance information is a summarised and updated version of that published in the Recorded Crime In Scotland 2012-13 Statistical Bulletin by the Justice Analytical Services within the Scottish Government
The clear up rate for non-sexual crimes of violence was 77%, which is the highest rate in over a decade.

In addition, the clear up rate for miscellaneous offences also increased by three percentage points in 2012-13 compared to 2011-12.

Scottish Policing Awards25
Winner – Working More Efficiently
ICRS Pre-population: Tackling Double-Keying of Crime Data
(joint nomination with Scottish Police Services Authority).

3 / Inspection Findings
Strathclyde Police Authority was subject to a Best Value Audit and Inspection follow-up report following the findings of the 2011 audit and inspection report on Strathclyde Police and Strathclyde Police Authority. This joint report was made by the Controller of Audit to the Accounts Commission and HMICS.

The report noted the changes to the elected membership of the authority following the May 2012 local government election, and while disappointment was expressed with progress since the first report, the adoption by the authority of a consolidated improvement plan and the commitment made by the then new Convener and the authority to implement said plan provided encouragement.

It was emphasised that the plan needed to be implemented fully and the deadlines within met. The Convener was encouraged to continue to exercise his leadership role in ensuring the improvement plan was taken forward. It was noted that it was essential that the Chief Executive and his team in turn provide effective support to the convener and elected members in addressing the continuing business of the authority; the work associated with the improvement plan; and the work involved in the introduction of the National Police Force.

It was requested that progress against the improvement plan be fully monitored and that the Accounts Commission be kept informed of progress.

Link to report

25 The Scottish Policing Awards took place on 11 March 2013 at the Scottish Police College
1 / Force Profile
Tayside Police served a population of 402,640 and covered a geographical area of 2,896 square miles. It had three territorial divisions: Central – which covered the city of Dundee; Eastern – which served the region of Angus; and Western – which took in the council area of Perth & Kinross. The force had 1,249 police officers, 487 members of police staff, 126 special constables and expenditure on salaries was £65.2m, operating overheads £6.9m and capital £1.7m.26

2 / Force Performance27
The number of crimes recorded by Tayside Police decreased for the eighth consecutive year and overall by 6% between 2011-12 and 2012-13 to total 17,806. There were decreases in all of the five crime groups in 2012-13. Sexual offences decreased by 24%, non-sexual crimes of violence decreased by 19%, other crimes decreased by 16%, fire-raising, vandalism etc. decreased by 8% and crimes of dishonesty also decreased.

The number of offences recorded by Tayside Police decreased by 6% compared with 2011-12. The number of miscellaneous offences decreased by 8% and there was a 5% decrease in the number of motor vehicle offences.

In 2012-13, Tayside Police recorded increases in the clear up rates for two of the five crime groups compared with 2011-12. The clear up rate for non-sexual crimes of violence increased by four percentage points and the clear up rate for sexual offences increased by 23%. The clear up rate for crimes of dishonesty decreased by five percentage points, while the rate for other crimes decreased by one percentage point. The clear up rate for fire-raising, vandalism etc. remained the same as in 2011-12. Clear up rates for all crime groups were above or the same as the corresponding Scotland figure, with the overall crime clear up rate four percentage points higher than the Scotland figure.

26 Scottish Policing Performance Framework Annual Report 2012-13

27 Force Performance information is a summarised and updated version of that published in the Recorded Crime In Scotland 2012-13 Statistical Bulletin by the Justice Analytical Services within the Scottish Government
1 / Organisational Profile

The SPSA was responsible for delivery of expert support through four key services – Forensic Services, Scottish Police College (SPC), National System Support and Information Communications technology (ICT) – to Scottish policing and other criminal justice partners and the wider criminal justice community. It also had responsibility for the Scottish Crime and drugs Enforcement Agency. It employed approximately 1,234 staff, and expenditure for 2012-13 was £100m.

2 / Organisational Performance

In 2012-13, the SPSA achieved an efficiency saving of £4.7m, a significant increase on the target of £3.7m. The SPSA also achieved its 29 objectives that underpinned the Strategic Priorities set by Scottish Ministers.

The SPC delivered training to over 6,000 students during 2012-13 in addition to those who attended the SPC for national conferences and workshops. It also engaged with a number of public and private sector organisations, designing and delivering bespoke courses both on and off site, contributing to the generation of income which exceeded the target of £1.6m.

ICT concluded over 71,000 ICT incidents with 96% of these resolved within the agreed service level targets and delivered over 87,000 requests for ICT services.

The Scottish Crime and Drug Enforcement Agency (SCDEA) arrested 158 individuals involved in serious organised crime, seized 127kg of Class A drugs with a street value of £23m, 327kg of Class B drugs with a street value of in excess of £2m, 388kg of adulterants, £2.3m in cash from serious organised crime groups, and identified £1.6m assets for restraint.

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28 Scottish Police Authority.
32 Scottish Police Authority.
33 Scottish Police Authority.
34 Scottish Police Authority.
Scottish Policing Awards 2012

Winner – Working More Efficiently
ICRS Pre-population: Tackling Double-Keying of Crime Data
(joint nomination with Strathclyde Police)

Winner – Making Communities Safer
Choices for Life.

35 The Scottish Policing Awards took place on 11 March 2013 at the Scottish Police College
Chapter 3
The Reform of Scottish Policing
A significant commitment and work schedule was undertaken by all areas of the police service with the support of their partners and communities in the lead up to transition. Throughout the last year all involved in policing steadily became more deeply involved in preparations for transition and delivering a single police service for Scotland on 1 April 2013.

In the final year of the eight Scottish forces it is not only recognised that a significant amount of work has been put into transition, but that it is to the credit of all forces and the common police services that business as usual did not suffer, and indeed crime levels continued to drop. The support, energy and commitment of all police officers and police staff enabled the service to continue to deliver a strong performance for their communities.

As we head into a new landscape where police authorities and joint boards cease to exist and are replaced by the single national Scottish Police Authority and local scrutiny and engagements groups, we continue to be particularly interested in local structures and what scrutiny arrangements there are at a local level. Consequently as part of the programme of work for 2013-14 outlined below, follow up inspection activity is planned.

**Milestones**

Throughout the past year in the lead up to the creation of a single Police Service for Scotland there have been a number of significant milestone. These include:

**June 2012**

The Police and Fire Reform (Scotland) Bill is passed by the Scottish Parliament in June 2012.

[link](http://www.scotland.gov.uk/News/Releases/2012/06/policeandfirereformstage327062012)

**August 2012**


[link](http://www.scotland.gov.uk/News/Releases/2012/08/reform08082012)

Mr Vic Emery is appointed as the first Chair of the Scottish Police Authority – August 2012.

[link](http://www.scotland.gov.uk/News/Releases/2012/08/spa31082012)
October 2012

Mr Stephen House is appointed as the Chief Constable for the Police Services of Scotland – October 2012.

The first members of the Scottish Police Authority Board are appointed – October 2012 (Moi Ali, Brian Barbour, Jeane Freeman, Graham Houston, David Hume, Morag McLauglin, Paul Rooney, Ian Ross, Lisa Tennant, Iain Whyte, Robert Wilson, Douglas Yates).

http://www.scotland.gov.uk/News/Releases/2012/10/SPA24102012
### November 2012

The Deputy Chief Constables for the Police Services of Scotland are appointed – November 2012 – January 2013 (DCC Neil Richardson, DCC Iain Livingstone, DCC Rose Fitzpatrick, DCC Steve Allen).

<table>
<thead>
<tr>
<th>DCC Neil Richardson</th>
<th>DCC Iain Livingstone</th>
<th>DCC Rose Fitzpatrick</th>
<th>DCC Steve Allen</th>
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### January 2013

The Assistant Chief Constables for the Police Services of Scotland are appointed – January 2013 (ACC Malcolm Graham, ACC Bernard Higgins, ACC Ruaraidh Nicolson, ACC Derek Penman, ACC Mike McCormick, ACC Wayne Mawson).

<table>
<thead>
<tr>
<th>ACC Malcolm Graham</th>
<th>ACC Bernard Higgins</th>
<th>ACC Ruaraidh Nicolson</th>
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<tr>
<td>ACC Derek Penman</td>
<td>ACC Mike McCormick</td>
<td>ACC Wayne Mawson</td>
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February 2013

The Interim HR Director for the Police Services of Scotland, Mr John Gillies, is appointed – February 2013.

A new National ‘101’ Telephone Number for non-emergency calls is introduced – February 2013.

April 2013

The Interim Finance & Resources Director for the Police Services of Scotland, Mr Alan Macleod, is appointed – April 2013.

Challenges

There have also been a number of significant challenges in the last year as part of the reform process. Among others these include:

- The pace and amount of change – all while continuing business as usual;
- The establishment of new governance arrangements;
- Preparing for significant budgetary reductions;
- Dealing with the challenge of non-compatible ICT systems;
- Rationalising hundreds of differing Standard Operating Procedures/Policies from the legacy forces.

It is a credit to all those involved in Scottish policing that business as usual has not been negatively impacted while dealing with these issues.

HMICS & Reform

The Police and Fire Reform (Scotland) Act 2012 made provision for the continued existence of Her Majesty’s Inspectors of Constabulary in Scotland, with the responsibility for inspecting now extending to the Scottish Police Authority (SPA) as well as the Police Service of Scotland.
The function of the Inspectors of Constabulary includes making inquiries about any matter relating to the SPA or the Police Service when directed by the Scottish Ministers, and to make such other inquiries as they think fit about the state, efficiency and effectiveness of the SPA and the Police Service, and the arrangements made by the Authority and the Chief Constable in relation to Best Value.

There is a duty under the Act for the Authority and the Chief Constable to co-operate with the Inspectors of Constabulary. Both the Authority and the Chief Constable must provide the Inspectors of Constabulary with such assistance and co-operation as they may require when carrying out of their functions. The Act further states that the Authority and the Chief Constable must comply with any reasonable request made by the Inspectors of Constabulary.

Prior to 1 April 2013, HMICS had been working with the legacy forces, police authorities, joint boards and the Scottish Police Services Authority to help ensure that preparations for the transfer of responsibility for policing to the new organisation was progressing appropriately. HMICS also worked with other partners and stakeholders to provide advice and assistance where needed. This approach will continue in the first year of the new landscape and beyond, balancing inspection activity with professional advice and assistance to all relevant parties.

**HMICS Staffing Model**

Due to the change in the policing landscape the previous model of seconded senior police officers from a variety of forces carrying out inspection work was deemed unsuitable. Consequently a new staff model has been implemented within HMICS which, following a recruitment process, sees Inspection work being carried out by 6 Lead Inspectors under the direction of an Assistant Inspector of Constabulary for Scotland, reporting to HMICS.

Each Lead Inspector has been allocated responsibility for an area of business:

- Territorial Policing East;
- Territorial Policing West;
- Territorial Policing North;
- Operational Support, Commonwealth Games and Major Events;
- Specialist Crime Division;
- Corporate Services and the SPA.

In addition there is a cadre of Associate Inspectors with a broad range of skill sets who can be called upon to deliver specific pieces of work. They have a variety of backgrounds in both the public and private sector, and when deployed bring added value to the process and any final product that is delivered.
HMICS Programme of Work

Following consultation, and taking into account the change process that is still on-going, the 2013-14 HMICS programme of work was finalised to include:

- Profile building and routine engagement with the service and new authority;
- Contest Prepare Thematic;
- Incident and Crime Review;
- Local Policing Commanders Conferences;
- Chief Officer Conferences;
- Custody Thematic;
- Roads Policing Thematic;
- Local Scrutiny and Engagement Thematic.

The work plan will be kept constantly under review, and in the event that an emerging issue needs to be addressed, it can be amended appropriately.
Appendices
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 staff are funded directly. The salaries and expenses of seconded police officers 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.

HMICS’ budget for 2012-13 was £1.3m. The expenditure for this period is shown below. This figure includes additional temporary funding for a Performance Analysis Unit.

Expenditure for HMICS, 2012-13 was £1.09m:

- Staff costs – (£990,275.43) 90.2%
- Travel, accommodation and subsistence – (£46,156.18) 4.2%
- Training and conferences – (£13,121.25) 1.2%
- Supplies and other services – (£47,657.73) 4.4%
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 2012-13 Her Majesty bestowed the following honours on members of the service in recognition of their exceptional service:

**QUEEN’S BIRTHDAY HONOURS 2012**

*Queen’s Police Medal (QPM)*
- Colin Menzies, Assistant Chief Constable, Grampian Police
- John Mitchell, Detective Chief Superintendent, Strathclyde Police

**QUEEN’S NEW YEAR HONOURS 2013**

*Queen’s Police Medal (QPM)*
- Andrew Barker, Chief Constable, Fife Constabulary
- George Graham, Chief Constable, Northern Constabulary
- David O’Connor, Chief Superintendent, Northern Constabulary
About Her Majesty's Inspectorate of Constabulary for Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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