



**REFORM
RESTRUCTURE**

POLICE
SERVICE
OF
SCOTLAND



Laid before the Scottish Parliament
by Scottish Ministers
September 2012

SG/2012/142

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Edinburgh 2012

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FOREWORD

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“During 2011/12, policing has continued to deliver a high quality service for the people of Scotland and communities can have confidence that their forces are being run effectively and efficiently, to keep Scotland safe.”

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

The purpose of my report is to provide commentary on the state and efficiency of policing in Scotland. Overall I can report that, during 2011/12, policing has continued to deliver a high quality service for the people of Scotland and communities can have confidence that their forces are being run effectively and efficiently, to keep Scotland safe.

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 constitute 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. In addition, observation is made on the innovative practices and initiatives that have been driven forward during the year to make communities safer. Where relevant, I have also highlighted key recommendations made by HMICS (and others) which set the agenda for continuous improvement.

In my first annual report I set out the challenges that lay ahead in delivering a single police service for Scotland on 1 April 2013. During the year forces, the Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency have become significantly engaged with key stakeholders in planning for this complex programme of change. This work has been progressed within the dynamic and challenging environment in which policing operates and it is testament to the resilience and professionalism of Scottish forces and common police services that they have risen to this challenge whilst maintaining the local and specialist policing and record levels of performance that keep our communities safe.

However, there are still significant challenges for policing in Scotland over the coming year. These include defining the framework for measuring benefits attributable to reform, delivering a financial strategy for costs and savings over the reform period and articulating how the new service will operate in the police reform blueprint document, together with a clear programme plan for co-ordinating the necessary changes: work that sits jointly between Scottish Government and Scottish policing.

Throughout 2012/13, the governance of Scottish forces by their existing police authorities and joint police boards must remain robust, to ensure that Best Value and 'business as usual' is maintained ahead, and in support of the transition to the Police Service of Scotland and the establishment of the new Scottish Police Authority.

Whilst my report focuses on the period 1 April 2011 to 31 March 2012, I have taken the opportunity to provide commentary on the ongoing programme of police reform, the expectation on Scottish policing in the year ahead and our work to deliver an inspection model that will be fit for the purpose of monitoring and improving a single police service for Scotland.

As Scottish policing prepares to implement the biggest changes in its history, it is crucial that the scrutiny of policing services remains independent, proportionate and focused on those areas of highest risk, to ensure an accountable, effective and efficient policing service for the communities of Scotland in the years ahead.

Andrew Laing

Her Majesty's Inspector of Constabulary for Scotland

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CHAPTER 1

OUR WORK 2011/12

About us

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

HMICS exists to assure 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 who share an interest in Scottish policing, with the overarching aim of improving the value of policing services delivered in 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.

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

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Monitoring and improving policing in Scotland

Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) exists to assure Scottish Parliament and the people of Scotland as to the effectiveness and efficiency of the police service in Scotland.

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Our inspection plan for the year

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11 May

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18 Apr

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21 Mar

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LBP_Police City Bypass - vehicle fire. Bypass CLOSED WESTBOUND between Dregthom and Baberton junctions - long delays #edintravel

16 min 11 sec ago



LBP_Police LBP can confirm that they have traced a dog walker in connection with enquiries into the death of a man in #Balgreen Park.

16 min 45 sec ago



GrampianPolice Police can confirm a man has been charged in connection with a series of vandalism in the Great Northern Road area over the past few weeks.

19 min 33 sec ago

How our recommendations improve policing

Example 1. Domestic abuse thematic inspection.

During a previous thematic inspection on domestic abuse we recommended that all Scottish forces review and reinforce their quality assurance practices and processes for recording of domestic abuse incidents. In our 2010 crime audit we further highlighted that four Scottish forces had not met their crime recording compliance target for domestic abuse. During a subsequent crime audit in 2011 we examined these forces again and found evidence of domestic abuse incidents being robustly investigated, as well as the active intervention of domestic abuse liaison officers and supervisory officers in providing incident updates. Having noted the progress made by these forces we were satisfied that sufficient progress had been made for us to consider the recommendation made in our thematic inspection on domestic abuse discharged.

Example 2. Best Value audit and inspection.

During 2011/12 we published or conducted Best Value audit and inspections of Lothian and Borders Police, Dumfries and Galloway Constabulary, Central Scotland Police and Fife Constabulary, together with their police authority/joint boards. These inspections are conducted jointly with Audit Scotland and examine service performance and the progress the force is making in delivering its strategic outcome objectives. For example, during an inspection of Lothian and Borders Police, we noted a distinctive and long-term strategy towards tackling the root causes of crime through effective community policing and local partnerships, based on a philosophy of prevention. In relation to this, we recommended that the force develop its performance systems to better reflect the delivery of strategic outcomes and clearly demonstrate the link between priorities and resources. The force has taken this forward through actions within its improvement plan, ensuring that prevention is clearly defined to ensure corporate understanding and focus, developing an on-line knowledge base to capture and share preventative practice, and developing a set of measures based on victims and offenders that identify effective prevention activity and can be integrated into force performance management systems.

Example 3. Police Reform.

During 2012 HMICS submitted written evidence to three Scottish Parliament Committees who were seeking views on the Police and Fire Reform (Scotland) Bill. Many of the views expressed by HMICS were included in the resulting committee reports and HM Inspector of Constabulary was invited to attend each of the committees to provide evidence on a wide range of issues relating to the reform of policing in Scotland.

(Further commentary in relation to police reform is provided in Chapter 3 of this report – The reform of Scottish policing).

Our Corporate Plan 2011/13

During the year we have continued to work towards the commitments set out in our 2011/13 corporate plan¹, delivering our objectives within four main themes; business as usual, change management, future assurance of Scottish policing and corporate development.

Objective	Update
1. Business as Usual	
We will make an assessment of areas of local and national risk to inform our inspection work and develop and publish a work plan ensuring that is proportionate in terms of both risk and scope.	Complete. During 2011/12 we developed a process that allows us to gain an overview of the work of individual forces and their respective joint police board or police authority. This centres on recent performance, future plans and significant strategic work going on in the force and nationally. The process concludes with a presentation by the force and its police authority or joint board and the findings inform our subsequent programme of inspection which is published on our website.
We will conclude the second phase of our thematic inspection examining the treatment of victims in the criminal justice system.	Complete. This inspection was conducted jointly with the Inspectorate of Prosecution in Scotland and the report was published on 11 November 2011.
We will develop assurance work relative to the policing of the Olympic Games in 2012 and the Commonwealth Games in 2014.	Ongoing. We continue to work with stakeholders in reviewing plans for policing these major events.
We will allocate a named HMICS inspection manager to each force, the Scottish Police Services Authority (SPSA), the Scottish Crime and Drug Enforcement Agency (SCDEA) and each police board or police authority, providing a single point contact for advice and support.	Complete. Details of our liaison officers can be found on our website.
We will develop an area on our website to share the good practice we identify during our inspection activity.	Complete. An effective practice methodology has been developed. Effective practice examples are placed on our website and shared widely through our communication channels.
2. Change Management	
We will strive to attain greater clarity and understanding of the purpose and intended aims of the proposed police reform.	Ongoing. HMICS submitted a paper in relation to governance and accountability of policing ² which has significantly influenced developing legislation for the Scottish Police Authority. HMICS has sat as an independent advisor on police reform strategic governance boards and provided both oral and written evidence to the parliamentary committees as the Police and Fire Reform (Scotland) Bill progresses towards Royal assent.

¹ <http://www.hmics.org/publications/hmics-corporate-plan-2011-13>

² <http://www.hmics.org/publications/governance-accountability-policing-scotland>

Objective	Update
We will monitor the continuing programme of work on policing reform, to ensure that the programme design is sound and that business benefits are appropriately defined at the outset.	Ongoing. HMICS continues to work with stakeholders towards a clear definition of reform benefits, measures and indicators that will allow a baseline to be taken and subsequently tracked throughout the implementation process. HMICS has attended various reform workshops and meetings on benefits realisation/tracking.
We will work with our stakeholders to develop a quality assurance plan for the police reform programme and its intended outcomes.	Ongoing. HMICS is represented on three strategic reform boards and has contributed to the emerging approach to quality assurance for police reform. HMICS is currently undertaking a project to develop a new strategic performance framework for the Police Service of Scotland.
3. Future Assurance of Scottish Policing	
We will review our approach to inspection and consider other models in order to determine those factors critical to assurance and driving continuous improvement, whilst seeking to minimise our scrutiny footprint.	Ongoing. A local policing area inspection model and inspection handbook are being developed, with pilot inspections to be undertaken later in the year. A review of BV characteristics, methodology and lessons learned is being undertaken following the completion of the Best Value inspection cycle of all Scottish forces.
We will develop an options paper for the future assurance of Scottish policing once the future model of policing in Scotland has been determined.	Ongoing. HMICS has developed a paper with proposals for our post-reform structure and are continuing discussions with the Scottish Government in relation to this.
We will work to integrate our existing assurance programme into the new Scottish policing assurance model, which will inform the development of our corporate plan beyond 2013.	Ongoing. HMICS will monitor 'transition risks', review our corporate plan and deliver a related inspection plan 2012/13. HMICS is currently undertaking a project to develop a new strategic performance framework for the Police Service of Scotland.
4. Corporate Development	
We will produce a communication strategy, that will help us to improve how we communicate our findings and how others can communicate with us, stimulate debate on policing issues and promote effective practice in policing across Scotland.	Complete. Our communication strategy is available on our website and has resulted in a number of developments including a new website and the use of social media.
We will develop a user involvement strategy to encourage wider and diverse public involvement in designing, conducting and overseeing our activities.	Ongoing. Our user involvement strategy has been published on our website and an action plan is now being progressed to improve our 'user focus' including the use of 'Happy to translate' services and publishing our reports on the Scottish public information notices portal (Tell Me Scotland).
We will review our current staff structure and recruitment model to optimise our impact and, where possible, realise efficiency savings.	Ongoing. We are currently reviewing our staff structure to meet our future scrutiny needs. This includes the recruitment of Associate Inspectors who will provide a pool of professional expertise for specific inspectorate work.

1. Victims in the criminal justice system (ii)

This inspection, conducted jointly with the Inspectorate of Prosecution in Scotland (IPS), examined how victims are treated within the criminal justice system in Scotland and follows on from a previous inspection which looked at victims experiences where no court proceedings were commenced³.

The inspection reviewed victims experiences from the initial reporting of a crime to the police through to prosecution and post trial handlings. We examined two types of crime, namely assaults and thefts including housebreaking, in three forces, Lothian and Borders (City of Edinburgh), Dumfries and Galloway and Fife, together with their associated Procurator Fiscal Areas.

Overall, victims reported positively on their experience of reporting a crime to the police, and those forces examined had clear processes in place for dealing with the initial contact with victims of crime. We found that these forces determined victims' needs by a combination of information available via technology used in their contact centres and the experience and skills of the call handlers. We also found that officers were aware of repeat victimisation, however only one of the three forces examined had a published policy on addressing repeat victimisation. A consistent issue which emerged from the inspection was the need to update victims through all stages of the criminal justice process.

A number of recommendations are now being progressed by forces and the Crown Office and Procurator Fiscal Service (COPFS), which we will monitor and revisit in due course. The following were directed at Scottish forces collectively:

- We recommend that Chief Constables should ensure that police forces call grading and attendance policies explicitly identify victim vulnerability and risk as factors to be considered when determining the appropriate call grading and resultant police attendance.
- We recommend that Chief Constables should ensure that police forces develop and implement repeat victimisation strategies that will provide a co-ordinated response to the needs of repeat victims of crimes.
- We recommend that Chief Constables should ensure that police forces set, publish and deliver clear service standards for proactively updating victims of crime.
- We recommend that Chief Constables, through the Association of Chief Police Officers in Scotland (ACPOS) Business Change and working with the Scottish Police Services Authority, should ensure that the national crime recording application being developed as part of the ACPOS Information Management Project is designed and developed to include appropriate tools and applications to support services to victims including the management of updates.
- We recommend that Chief Constables, through the ACPOS Criminal Justice Business Area and COPFS should amend the format of the Standard Police Report to include a tag or marker that identifies a victim of crime in the report and differentiates them from other witnesses.
- We recommend that Chief Constables (and COPFS) should introduce procedures to ensure that victim impact information can be captured and provided for all cases.

³ <http://www.hmics.org/publications/victims-criminal-justice-system-i>

- We recommend that Chief Constables (and COPFS) should develop and implement a formal agreement that details clear procedures to ensure the efficient return of property to victims and owners after the conclusion of a case. This agreement should clearly define the respective roles and responsibilities of police forces and local Procurator Fiscal offices.

We carried forward the thrust of these recommendations in our response to the Scottish Government's recent consultation on the Victims and Witnesses Bill⁴. The central objective of this Bill is to improve the experience of victims and witnesses within the criminal justice system.

2. Crime audit

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 the Association of Chief Police Officers in Scotland (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 2004⁵, which is aimed at providing a more consistent and victim-orientated approach throughout Scotland, underpins these efforts.

During 2011, we conducted crime audits of all Scottish forces and the British Transport Police (BTP)⁶. The purpose of this review was to ensure that forces were robust in the scrutiny of their crime recording practices, with particular emphasis on the processes involved in responding to the initial call from a member of the public, through to the closure of incidents and the decision whether or not to record a crime.

This involved a desktop review of forces' policies, procedures and audit reports and a limited dip-sample of incidents and crime records involving minor assault, domestic abuse and vandalism and encompassing the areas for improvement identified in our 2010 audit. In keeping with our risk assessment policy, we examined only those forces that had previously failed to achieve the required standard.

In addition, we examined a smaller dip-sample of incidents and crime records involving incidents in schools across all forces, in order to assure ourselves that amendments to the Scottish Crime Recording Standard (SCRS) introduced as a result of our last audit were being applied. Further, we held a series of interviews and focus groups with relevant individuals in order to assess the extent to which the SCRS and its counting rules were being applied throughout each organisation.

⁴ <http://www.scotland.gov.uk/Publications/2012/05/8645/0>

⁵ The Scottish Crime Recording Standard, ACPOS (2004).

⁶ <http://www.hmics.org/publications/crime-audit-2011-national-overview-report>

Overall, we were satisfied with the robustness of the crime recording audit and scrutiny process in the Scottish police service, however, we identified a number of opportunities for further improvement contained in the following recommendations:

- We recommend that all Chief Constables should ensure that processes are in place for routine monitoring of all incidents, in order to minimise delays between the initial call and the caller being visited or contacted for the purpose of obtaining the information necessary to decide whether or not a crime has taken place.
- We recommend that the Chair of the Scottish Crime Registrars Group should consider if the term 'reasonably practicable' is appropriate and whether a target timescale might help to ensure that victims' needs are being met.
- We recommend that the Criminal Justice Police Reform Team should ensure that information recording is an integral part of any deliberations on developing a single incident management system.
- We recommend that the Chair of the Scottish Crime Registrars Group should produce yearly updates on crime recording in order to help maintain a standard approach across Scotland. The updates should be available to all police officers and staff and contain at the very least an overview of why SCRS and counting rules exist, how they should be applied, what information investigating officers must record in order to satisfy the Standard and information on any changes implemented in the previous year.
- We recommend that the Criminal Justice Police Reform team should engage all forces with a view to establishing a national crime audit function to ensure that crime recording standards are at least maintained through the transition period and beyond. In doing so the reform team should consider the variety of approaches that exist, and in particular the importance of staff awareness, local ownership and regular audit to support performance improvement.
- We recommend that the Criminal Justice Police Reform Team carefully consider how the critical area of business of the Scottish Crime Registrars Group will operate under the Police Service of Scotland and how recording standards can be maintained and improved through the transition period and beyond.

We will follow up force and national responses to these recommendations and will return to the subject of crime recording as part of our inspection programme over the next 12 months.

3. Best Value audit and inspections

During 2011/12 we published or conducted Best Value audit and inspections of Lothian and Borders Police and Joint Police Board⁷, Dumfries and Galloway Constabulary and Dumfries and Galloway Council Police and Fire Committee⁸, Central Scotland Police and Central Scotland Joint Police board⁹, and Fife Constabulary and Fife Council Police, Fire and Safety Committee¹⁰. These inspections, conducted jointly with Audit Scotland, examine both service

⁷ <http://www.hmics.org/publications/best-value-lothian-and-borders-police-and-police-board>

⁸ <http://www.hmics.org/publications/best-value-dumfries-and-galloway-constabulary-and-police-authority>

⁹ <http://www.hmics.org/publications/best-value-central-scotland-police-and-central-scotland-joint-police-board>

¹⁰ Report will be published in September 2012 and available on our website at www.hmics.org

performance and the progress the force is making in delivering its strategic outcome objectives. In doing so we utilise the Best Value framework developed for local authorities which describes the characteristics¹¹ from which performance criteria can be established to subsequently inform our judgements.

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

¹¹ <http://www.hmics.org/publications/best-value-guide-forces-and-authorities>

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National commentary

“It is clear that forces are committed to maintaining front-line services for the benefit of local communities and I am satisfied that the police service in Scotland has demonstrated a clear commitment to continuous improvement”

Overall, I can report that the Scottish police service is performing well. During 2011/12, Scottish policing received a total revenue budget of £952.6m and spent £928.6m¹², making savings of £24.0m. During this period Scottish forces made total efficiency savings of £33.3m¹³, a significant proportion of this being reinvested in front-line services and in improving community based policing across Scotland. In addition, public satisfaction, confidence and attitudes to police in local communities remain high as can be seen from the Scottish Policing Performance Framework¹⁴, and reported crime is now at its lowest in Scotland for 37 years. The total number of police officers in Scotland is 17,436¹⁵ with forces continuing to achieve the Scottish Government’s commitment to fund an additional 1,000 police officers.

Moreover, this performance has been sustained in the context of additional challenges placed upon Scottish forces during this period. These have included the provision of mutual-aid to address serious public disorder and provide public reassurance to affected communities during the riots in England; severe weather which affected transport routes and networks across the country; and the significant demands of engaging in, and planning for, the delivery of police reform.

It is clear that forces are committed to maintaining front-line services for the benefit of local communities and I am satisfied that the police service in Scotland has demonstrated a clear commitment to continuous improvement. It is my expectation that Scottish policing will continue to lead and drive this agenda through the ongoing process of reform.

¹² 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.

¹³ Scottish Police Efficiency Statement 2011/12 supplied by the Association of Chief Police Officers Scotland, Financial Management Business Area – these figures are still subject to verification by COSLA. 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.

¹⁴ <http://www.acpos.police.uk/SPPF/Index.html>

¹⁵ Police officer quarterly strength statistics 31 March 2012 – <http://www.scotland.gov.uk/Publications/2012/06/4645/1>



Kevin Smith QPM
Chief Constable



Derek Penman
Temp Chief Constable
(appointed 11 November 2011)



Cllr George Matchett
QPM Convener

1. Force profile

Central Scotland Police serves a population of approximately 293,760 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 887 police officers, 335 police staff and 93 special constables.¹⁶

During the past 12 months, the force has assisted in recovering £4m of illegal drugs and arresting 63 people involved in organised crime. This included Operation Nomad, an investigation in Stirling that culminated in the recovery of £2.5m of controlled drugs and the arrests of 14 people who are currently awaiting sentencing; and Operation Urchin/Kosmik, an investigation into two organised crime groups based in Clackmannanshire and Falkirk, resulting in substantial seizures of controlled drugs over a two-year period and the main targets of the operations receiving four years and nine months, and five years and eight months imprisonment respectively.

2. Force performance

1. Performance against budget 2011/12 (£ millions)¹⁷

2011/12 budget allocated	49.5m
2011/12 budget spent	48.4m
Comment: Central Scotland Police made budget savings of £1.1m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)¹⁸

2011/12 achieved	1.6m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Central Scotland Police has maintained service levels and performance whilst reporting efficiency savings of £1.6 m.	

¹⁶ All force profile data has been obtained from ACPOS Police Service in Scotland Report 1 April 2011 to 31 March 2012 <http://www.acpos.police.uk/SPPF/Index.html>

¹⁷ All force revenue budget figures have been provided by the Association of Chief Police Officers Scotland, Financial Management Business Area – these figures are still subject to verification by Audit Scotland.

¹⁸ Scottish Police Efficiency Statement 2011/12 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 2011/12¹⁹

	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 ²⁰
2011/12	77.3%	285	81
2010/11	74.8%	211	26
Change	2.5 percentage points	35.1%	211.5%

Comment: Central Scotland Police has shown a small increase in overall user satisfaction (the Scottish average for 2011/12 is around 80%); a marked increase in complaints about police officers and staff (the Scottish average change is 1.0%); and a marked increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%). These increases may be the result of a force-wide training programme given to all officers involved in the investigation and management of complaints during 2011/12.

4. Recorded crime 2011/12²¹

	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
2011/12	397	450	7,695	4,353	3,321
2010/11	423	386	7,884	4,540	2,898
Previous 3-year average	404	368	7,816	5,054	3,620
% change 11/12 on previous 3-year average	-1.7%	22.3%	-1.5%	-13.9%	-8.3%

Comment: Central Scotland Police has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecency. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

¹⁹ All force public satisfaction data has been obtained from ACPOS Police Service in Scotland Report 1 April 2011 to 31 March 2012, <http://www.acpos.police.uk/SPPF/Index.html>.

²⁰ The number of closed allegations refers to the total number of allegations contained within a complaint once investigation into it has been completed.

²¹ All force recorded crime data has been obtained from ACPOS Police Service in Scotland Report 1 April 2011 to 31 March 2012, <http://www.acpos.police.uk/SPPF/Index.html>.

5. Detection rates 2011/12²²

	Group 1 Crimes of violence	Group 2 Crimes of indecent	Group 3 Crimes of dishonesty	Group 4 Fire-raising, malicious mischief and reckless conduct	Group 5 Drugs and other crimes
2011/12	91.4%	71.6%	47.0%	34.2%	98.2%
2010/11	95.5%	74.6%	49.6%	37.6%	122.7%
Previous 3-year average	96.5%	76.1%	50.1%	36.1%	106.0%
% point difference on previous 3-year average	-5.1	-4.5	-3.1	-1.9	-7.8
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Central Scotland Police detection rates are higher than the Scottish figure in all crime categories. The force's detection rates are lower than those recorded for the previous year 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:

Multi-Agency Assessment and Screening Hub (MAASH)

A key feature of the force's public protection strategy is the multi-agency assessment and screening hub (MAASH) where staff from police, social work and education work together to ensure concerns captured by police in respect of children and young people are assessed and actioned as quickly as possible. Where concerns are identified, staff in the MAASH ensure that appropriate information is shared effectively and where concerns relate to child protection issues, dedicated staff from across the partnership work together to investigate them. One of the significant achievements of this approach has been the sharing of concern reports for children directly with NHS Forth Valley and work is now underway to roll out this process within education.

The Forth Valley Early and Effective Intervention (EEI) Protocol

Central Scotland Police have established a dedicated multi-agency team to provide early and effective interventions for children and young people who are responsible for criminal offences. The Forth Valley EEI protocol was signed off by partners in August 2011 with a phased launch across all area commands. The model is consistent across the three local authorities and utilises bespoke local and voluntary sector intervention services. The EEI team comprises of a co-ordinator and a dedicated police officer and police support administrator who work with single points of contact within social work and education to collate information. This ensures that decisions are timely, holistic, outcome-focused and in the best interests of the child. Latest figures indicate that, across Forth Valley, an average of 60% of children have been diverted away from statutory systems.

Operation Ironworks

Operation Ironworks involves dedicated patrols within the Loch Lomond and the Trossachs National Park in response to an increase in visitor related offences and concerns. This initiative has now developed into a multi-agency partnership led by the force in conjunction with Strathclyde and Tayside Police, Loch Lomond and the

²² All force crime detection rate data has been obtained from ACPOS Police Service in Scotland Report 1 April 2011 to 31 March 2012, <http://www.acpos.police.uk/SPPF/Index.html>.

Trossachs National Park Authority and Forestry Commission Scotland. The policing element involves employer supported special constables who work for the National Park and a National Park Officer who is a central Scotland police officer. Recent initiatives include the introduction of two new bylaws in relation to alcohol and wild camping on the east side of Loch Lomond, which are the first of their kind to be created and used in such rural settings; and improved water and mobile patrols in a rigid hull inflatable boat and patrol vehicle donated by the National park.

Scottish Policing Awards 2011

Making communities safer

- Internet safety lessons – **commended**
- Purse bells – **commended**
- Counterfeit note scanners – **highly commended**
- Drugs inputs – **highly commended**
- Internet safety (adults) – **highly commended**
- Operation Malta – **highly commended**
- Operation Ratan – **highly commended**

Quality of service

- Building trust, confidence and satisfaction through social media and online engagement – **commended**

Working more efficiently

- Fire safety referral scheme – **commended**
- Newline – **commended**

Making justice work

- Operation Algiers – **commended**

4. Inspection findings

Best Value audit and inspection

During March 2012, HMICS and Audit Scotland conducted a Best Value audit and inspection of Central Scotland Police and Central Scotland Joint Police Board²³.

The overall assessment of the force was that its performance was good and demonstrating many of the elements of Best Value. The force executive enjoys the confidence and support of the board, strategic partners and staff, despite having gone through a significant period of change and as it prepares for the transition to a single police force in April 2013. The force has made improvements to the way it manages strategy, change and performance and the overall strategic framework is now more cohesive and enhanced through effective use of IT. The force has also worked with the board to ensure community policing remains a priority while at the same time building strong alliances and partnerships across the Forth Valley. Public satisfaction is improving and overall crime rates continue to fall, detection rates remain high and the force continues to show good stewardship in the way it manages its resources.

Areas of improvement for the force include ensuring that improvements made to the force strategic framework, in particular the force improvement plan, are made accessible to the board; evaluating the effectiveness of partnership working and community policing models to improve the quality and consistency of analysis and

²³ <http://www.hmics.org/publications/best-value-central-scotland-police-and-central-scotland-joint-police-board>

intelligence as well as share good practice across the police area and nationally; and, revisiting the lead arrangements for equality issues to ensure they are fit for purpose.

The board was found to be fulfilling its responsibilities well and demonstrating many of the key elements of Best Value. There is an effective relationship with the force based on a shared vision, a strong focus on community policing, clarity of respective roles and good working relationships together with a strong self-awareness of how the board can improve further, evident in a strong transitional work-plan.

Areas for improvement include ensuring the prioritisation of improvements contained in the board's transitional work-plan so as to ensure its full effectiveness; assurance that support arrangements, including analytical support, are sufficient to allow the board to meet its responsibilities; improving scrutiny by having implications of decisions better explained in reports considered by the board; improvement in overseeing workforce planning, some specialist priorities such as serious organised crime and multi-agency public protection and equalities issues, where the lay diversity advisor scheme has the potential to be used more effectively; better reporting of board activities to the public; and, enhancing partnership working through board members engaging more consistently in partnership activities.



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 148,190 people. Nevertheless, at 2,649 square miles it covers the fourth largest geographical area, taking in the busy ferry port of Cairnryan. The force is divided into two operational policing divisions – Galloway division and Dumfries division and has 519 police officers, 259 police staff and 115 special constables.

The force's large rural area brings with it the particular challenges around the nature of crime committed and the complexities of investigation in dispersed communities. These include thefts of agricultural machinery and quad bikes, scrap metal, electrical wires and cables, diesel oil from large vehicle tanks and heating oil from domestic household tanks. During the year the force also saw a rise in thefts of farm animals and as a result have encouraged new 'farm watch' schemes to combat this trend.

The bombing of the Pan Am 103 airliner over Lockerbie in 1988 which killed 270 people remains the biggest ever terrorist atrocity in the UK and the investigation remains a priority for the force. Following the recent change of regime in Libya, the force has submitted an International Letter of Request to the Libyan authorities and additional staff have been seconded to the enquiry in preparation for access to Libya being granted.

When Stena Line invested in a new multi-million pound port facility at Cairnryan during 2011, the first three months of operation saw an overall rise of 21% in business including a 50% increase in freight traffic. Working in partnership with Stena Line and the Scottish Government, the force's Special Branch Port Unit moved from Stranraer police station to new offices within the terminal building, benefiting from new search and interview facilities. The Scottish Government has recognised the increased passenger numbers at the port and has allocated funding for an additional four police officers.

During the year the force saw the culmination of an international drugs enquiry when four men were found guilty at Glasgow High Court of being involved in the importation of some £40 million worth of drugs into Scotland. Two local men in the region were part of the gang who, over a two-year period, imported massive amounts of cocaine into Scotland from Spain. This was a complex and major police operation which, at its height, involved around 30 officers from the force.

2. Force performance

1. Performance against budget 2011/12 (£ millions)	
2011/12 budget allocated	14.9m
2011/12 budget spent	14.8m
Comment: Dumfries and Galloway Constabulary made budget savings of £0.1m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)	
2011/12 achieved	0.9m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Dumfries and Galloway Constabulary has maintained service levels and performance whilst reporting efficiency savings of £0.9m.	

3. Public satisfaction 2011/12			
	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
2011/12	85.7%	157	98
2010/11	89.2%	162	82
Change	-3.6 percentage points	-3.1%	19.5%
Comment: Dumfries and Galloway Constabulary has shown a small decrease in overall user satisfaction (the Scottish average for 2011/12 is around 80%); a small decrease in complaints about police officers and staff (the Scottish average change is 1.0%); and an increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%).			

4. Recorded crime 2011/12					
	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
2011/12	127	150	2,296	1,649	1,184
2010/11	128	93	2,735	1,958	1,856
Previous 3-year average	132	102	2,708	2,268	1,878
% change 11/12 on previous 3-year average	-3.8%	47.1%	-15.2%	-27.3%	-3.4%
Comment: Dumfries and Galloway Constabulary has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecency. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.					

5. Detection rates 2011/12

	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
2011/12	95.3%	84.7%	60.3%	54.2%	99.8%
2010/11	95.3%	77.4%	60.1%	49.5%	99.5%
Previous 3-year average	89.4%	77.5%	56.7%	55.3%	99.1%
% point difference on previous 3-year average	5.9	7.2	3.6	-1.1	0.7
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Dumfries and Galloway Constabulary detection rates are higher than the Scottish figure in all crime categories. The force's detection rates are higher than those recorded for the previous year in all crime categories with the exception of crimes of violence which has remained the same.

3. Good practice and force initiatives

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

Bottle-marking initiative

In conjunction with retailers in Dumfries, a trial bottle-marking scheme to combat underage drinking was introduced. Five off-sales premises signed up to the Bottle Watch Scheme to help gather information on where young people were sourcing their alcohol. Bottles of the most popular brands of alcohol were stamped with tamper-proof labels, allowing police to trace them back to the premises where they were purchased when they were found in the possession of underage drinkers.

Licensing initiative

In a joint initiative involving the Scottish Business Crime Service, police and the local authority's licensing department, 15 off-licences were put through an accredited course aimed at tackling the causes of antisocial behaviour and improving the health and well-being of younger people through stopping alcohol getting into their hands. All staff attending the course passed and were presented with safer retail awards.

Scottish Policing Awards 2011

Making Communities safer

- SMS texting scheme – **commended**
- Rural crime – Operation Dandelion – **highly commended**
- Hit and run theatre – **highly commended**
- Curriculum for Excellence police guide – **highly commended**

Quality of service

- Putting the customer first – **highly commended**

4. Inspection findings

Best Value audit and inspection

During January 2012, HMICS and Audit Scotland conducted a Best Value audit and inspection of Dumfries and Galloway Constabulary and Police Authority²⁴.

The overall assessment of the force was that it performs to a high standard and demonstrates many of the elements of Best Value. The force executive provide effective and visible leadership supported by a clear strategic vision encapsulated in its 'community promise' which address the issues most affecting communities. This vision has a strong emphasis on continuous improvement aiming to improve on already good performance. Overall crime rates are among the lowest in Scotland and the force delivers higher than average detection rates. The force has developed standards of service for the public contacting the force and has seen the highest increase in Scotland for users agreeing they were adequately informed about the progress of their case.

Areas for improvement include the force continuing to develop its HR and finance strategies in the context of police reform, which are responsive to the needs of the community; endeavouring to maintain and improve levels of performance and identify opportunities to reduce cost; and, working with the Police Fire and Rescue Committee to develop an asset management plan which articulates the financial liabilities of the force estate and fixed assets to assist in managing the transfer to a single force structure.

The authority was found to be effective and demonstrated most aspects of Best Value. Strong working relationships between the clerk to the authority, the convener of the Police, Fire and Rescue Committee, and the chief constable were evident and these working relationships are helped by clarity and understanding of respective roles and responsibilities. Improvements in governance arrangements were also evident with good leadership shown by its convener and commitment shown by elected members, as well as good links with communities and other community safety partners through local area working arrangements.

Areas for improvement for the authority include strengthening its scrutiny of the force's management of risk and the value for money of its services, and provision of better oversight of long-term resource planning and the force's approach to equal opportunities.

²⁴ <http://www.hmics.org/publications/best-value-dumfries-and-galloway-constabulary-and-police-authority>



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 365,020. 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 1,126 police officers, 483 police staff and 109 special constables.

During the year the force concluded a large scale investigation following the death of a local businessman who was shot dead within a ground floor flat in Glenrothes, in October 2010. Operation Mercer involved 80 police officers and staff who engaged with other police forces and partner organisations across the United Kingdom and Europe. The resultant murder trial was the second longest in Scottish judicial history, after the Lockerbie disaster and at its conclusion three men, including the deceased's brother and a Bulgarian national, were convicted of the murder with one of the men also being convicted of the attempted murder of the householder, who was also shot during the incident, but survived the attack. The three men were sentenced to life imprisonment and ordered to serve a combined total of 73 years before becoming eligible for parole.

An efficiencies implementation programme, commissioned in August 2011, resulted in a major reorganisation of the force structure. This was delivered by June 2012, on time and within budget, resulting in increased resilience, improved corporacy, reduction in duplicated effort and the ability to adapt to present and future anticipated budget cuts.

2. Force performance

1. Performance against budget 2011/12 (£ millions)

2011/12 budget allocated	65.7m
2011/12 budget spent	62.9m
Comment: Fife Constabulary made budget savings of £2.8m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)

2011/12 achieved	1.7m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Fife Constabulary has maintained service levels and performance whilst reporting efficiency savings of £1.7m.	

3. Public satisfaction 2011/12

	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
2011/12	72.7%	330	122
2010/11	76.5%	291	110
Change	-3.7 percentage points	13.4%	10.9%

Comment: Fife Constabulary has shown a small decrease in overall user satisfaction (the Scottish average for 2011/12 is around 80%); an increase in complaints about police officers and staff (the Scottish average change is 1.0%); and an increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%).

4. Recorded crime 2011/12

	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
2011/12	348	583	9,145	4,406	3,366
2010/11	463	602	9,229	5,199	3,175
Previous 3-year average	447	559	9,751	6,495	4,036
% change 11/12 on previous 3-year average	-22.1%	4.3%	-6.2%	-32.2%	-16.6%

Comment: Fife Constabulary has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecency. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

5. Detection rates 2011/12

	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
2011/12	97.4%	80.8%	50.6%	43.8%	99.4%
2010/11	88.1%	82.4%	45.4%	37.7%	100.0%
Previous 3-year average	85.5%	71.6%	46.7%	35.5%	99.7%
% point difference on previous 3-year average	12.0	9.2	3.9	8.2	-0.2
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Fife Constabulary detection rates are higher than the Scottish figure in all crime categories. The force's detection rates are higher than those recorded for the previous year in all crime categories, with the exception of crimes of indecency and drugs and other crimes which recorded small decreases.

3. Good practice and force initiatives

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

Lay advisors group

In 2012, Fife Constabulary created a new lay advisory group, with representation from the Chinese community, Stonewall lesbian, gay, bi-sexual group, Arabic society, migrant's forum, interfaith group, deaf community, elderly forum, women's aid, transgender alliance, and African association. To encourage good practice, response police officers present a hate crime they have investigated during the meeting and the procurator fiscal has provided presentations on the mechanics and principles of prosecuting hate crimes. All actions or issues raised from the lay advisors group meetings are discussed at the force's equalities delivery group, which is attended by the head of each relevant department and all seven local area commanders. Outcomes are fed back to the lay advisors providing an opportunity to influence equalities and improve engagement and trust in their respective communities.

Policing in the community programme

Following the success of a pilot 'police in the community programme', the force has now introduced the programme across all seven of its local policing areas. The course is designed to engage with all sections of the community and all age groups with participants attending a seven-week programme at a local college where they experience some of the highlights of the work carried out by the police in Fife, including police training and operations that the force has undertaken. The course culminates in a graduation ceremony attended by the Chief Constable.

Scottish Policing Awards 2011

Making communities safer

- Youth offender management group – **highly commended**

Quality of Service

- Community speed watch – **commended**
- Managed call appointment system – **commended**
- Taking policing closer to the community – **outstanding contribution**

Working more efficiently

- Fife public space cctv system – **commended**

4. 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 final report will be published later this year and will be available to view on our website.



Colin McKerracher
CBE QPM
Chief Constable



Cllr. Martin Greig
Convener

1. Force profile

Grampian Police force area has a population of 550,620 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 1,542 police officers, 693 police staff and 171 special constables.

During 2011/12 the force has undertaken a number of high profile investigations. Operation Field involved the re-investigation of a death during an apparent road traffic collision in 1994 resulting in one of the longest murder trials against a single accused in Scottish legal history. The enquiry involved a team of 20 officers conducting a highly challenging enquiry that required complex investigative techniques and broke new ground in forensic practices. It resulted in the accused being found guilty on six charges including murder and attempted murder and sentenced to life imprisonment.

In June 2011, the Scottish Court of Criminal Appeal announced that the Crown Office had been granted leave to instigate fresh proceedings against Nat Fraser in connection with the murder of his wife Arlene, following an earlier decision to quash his conviction. Grampian police worked closely with Crown Office to support the presentation of a fresh case before the courts for further consideration. In May 2012, Fraser was found guilty of murder.

The force also led an investigation into the unlawful landing of fish involving the Scottish pelagic fishing fleet. Described as one of the largest fraud investigations ever conducted in the United Kingdom, it spanned four police force areas in Scotland and at its conclusion, thirty-one individual masters and three pelagic fish processing factories were reported for crimes totalling almost £64m and almost £3.5m of cash was seized under the Proceeds of Crime Act 2002. All accused have formally pled guilty and to date fines of almost £1m have been handed out with ten accused awaiting sentencing.

2. Force performance

1. Performance against budget 2011/12 (£ millions)

2011/12 budget allocated	92.5m
2011/12 budget spent	89.5m
Comment: Grampian Police made budget savings of £3.0m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)

2011/12 achieved	3.3m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Grampian Police has maintained service levels and performance whilst reporting efficiency savings of £3.3m.	

3. Public satisfaction 2011/12

	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
2011/12	90.2%	592	234
2010/11	88.2%	641	182
Change	2.0 percentage points	-7.6%	28.6%

Comment: Grampian Police has shown a small increase in overall user satisfaction (the Scottish average for 2011/12 is around 80%); a decrease in complaints about police officers and staff (the Scottish average change is 1.0%); and an increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%).

4. Recorded crime 2011/12

	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
2011/12	622	1,019	15,425	6,855	5,305
2010/11	793	1,019	16,196	7,415	5,476
Previous 3-year average	819	992	16,359	8,217	5,852
% change 11/12 on previous 3-year average	-24.1%	2.7%	-5.7%	-16.6%	-9.3%

Comment: Grampian Police has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecency. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

5. Detection rates 2011/12

	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
2011/12	83.6%	60.9%	36.7%	30.5%	97.6%
2010/11	79.9%	58.7%	37.5%	32.7%	98.4%
Previous 3-year average	78.8%	67.0%	37.9%	31.6%	96.3%
% point difference on previous 3-year average	4.8	-6.1	-1.2	-1.1	1.4
2011/12 Scottish figure	75.7%	67.3%	37.2%	25.4%	98.4%

Comment: Grampian Police detection rates are lower than the Scottish figure in Groups 2,3 and 5 and higher than the Scottish figure in Groups 1 and 4. The force's detection rates are higher than those recorded for the previous year in relation to crimes of violence and crimes of indecency, and lower for crimes of dishonesty, fire-raising, malicious mischief and reckless conduct, and drugs and other crimes.

3. Good practice and force initiatives

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

Policing of football matches

Working closely with Aberdeen Football Club, a pilot scheme during the 2011/12 season resulted in premier league matches going ahead without a police presence for the first time in Scotland. Following a rigorous risk assessment to ensure no compromise to safety and taking into account potential safety and public order issues, an initial trial of three games at Pittodrie passed without any significant incident, paving the way for further matches without police involvement inside the stadium and freeing up officers for patrol within communities.

Cadet unit

The force cadet unit received a 'highly commended' award for lifelong learning from the Scottish Qualifications Authority (SQA) in recognition of a unique qualification developed by the force and the SQA which provides young people with an opportunity to develop themselves with a view to following a career within Grampian Police. The programme also teaches skills designed to be useful in a variety of other careers and provides an opportunity to work with community partners and develop life skills and experience.

Force service centre

In December 2011, the force service centre became the first police service centre in Scotland to attain the contact centre association 'global standard' and is only one of 300 other contact centres in the world to have attained this accreditation. The service centre, which was established in 2003, deals with all non-emergency contact and takes 55% of calls from initial contact to completion, significantly reducing the impact on other departments and resources and allowing them to be more proactive and visible in communities.

Scottish Policing Awards 2011

Making communities safer

- Operation Lavender – partnership working in Torry – **commended**
- Operation Maple – **commended**
- Operation Field – **commended**
- Operation Begonia – **commended**
- Operation Oak – joint problem solving within Aberdeen city centre – **highly commended**
- Body Worn Video – **outstanding contribution**

Quality of service

- Sexual offence liaison officers – **commended**
- Division restructure team – **commended**
- Third sector conference – **highly commended**

Working more efficiently

- North east joint sector development group – **commended**
- Abnormal load administration team – **highly commended**
- Special constables working group – **outstanding contribution**

Making justice work

- Youth justice development programme – **outstanding contribution**

4. Inspection findings

Best Value audit and inspection

Grampian Police was not subject to a Best Value audit and inspection during 2011/12. The most recent inspection report can be found on our website at www.hmics.org.



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 949,710. 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 3,066 police officers, 1,147 police staff and 137 special constables.

During 2011/12 the force provided the policing arrangements for numerous significant events of national interest including the armed forces day celebrations and the wedding of Zara Phillips to Mike Tindall, which was attended by members of the Royal family and high profile sporting and celebrity guests. In addition the force hosted Exercise Argon Shield, an initiative designed to test joint interoperability of the emergency services in responding to a Chemical, Biological, Radioactive or Nuclear (CBRN) incident.

During the year the force continued its investigation into the disappearance of Suzanne Pilley, who was reported missing in May 2010. Initially a missing person enquiry, this soon became one of the most complex, challenging and high profile murder enquires that the force has undertaken. The investigation spanned the breadth of Scotland and involved large scale capture and investigation of CCTV footage and detailed enquiry involving mobile phone tracking from Edinburgh city centre to the forests of rural Argyll. As a result on 18th April 2012, David Gilroy, a work colleague of Suzanne’s was convicted of her murder and sentenced to 18 years’ imprisonment. On the first ever live televised sentencing in Scotland, the presiding judge Lord Bracadale spoke of the Force’s ‘commendably thorough investigation’.

2. Force performance

1. Performance against budget 2011/12 (£ millions)	
2011/12 budget allocated	172.7m
2011/12 budget spent	169.4m
Comment: Lothian and Borders Police made budget savings of £3.3m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)	
2011/12 achieved	5.4m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Lothian and Borders Police has maintained service levels and performance whilst reporting efficiency savings of £5.4m.	

3. Public satisfaction 2011/12

	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
2011/12	76.9%	884	144
2010/11	75.0%	843	97
Change	1.9 percentage points	4.9%	48.5%

Comment: Lothian and Borders Police has shown an increase in overall user satisfaction (the Scottish average for 2011/12 is around 80%); a small increase in complaints about police officers and staff (the Scottish average change is 1.0%); and a marked increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%). This rise may be attributable to the application of clearer quality of service allegation recording criteria introduced across the force during 2011/12 in line with the Police Complaints Commissioner for Scotland statutory guidance. The majority of these complaints relate to police response and work is underway to reduce this through organisational learning and prevention.

4. Recorded crime 2011/12

	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
2011/12	1,824	1,353	31,474	13,679	9,136
2010/11	2,018	1,036	32,347	14,366	10,411
Previous 3-year average	1,901	1,109	34,167	17,443	10,679
% change 11/12 on previous 3-year average	-4.1%	22.0%	-7.9%	-21.6%	-14.4

Comment: Lothian and Borders Police has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecency. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

5. Detection rates 2011/12

	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
2011/12	67.7%	65.7%	35.0%	23.9%	97.7%
2010/11	68.2%	66.0%	34.0%	22.5%	98.7%
Previous 3-year average	65.8%	66.4%	34.9%	24.0%	98.9%
% point difference on previous 3-year average	1.8	-0.7	0.1	-0.1	-1.2
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Lothian and Borders Police detection rates are lower than the Scottish figure in all crime categories. The force's detection rates are higher than those recorded for the previous year in relation to crimes of dishonesty and fire-raising, malicious mischief and reckless conduct, and lower for crimes of violence, crimes of indecency and drugs and other crimes.

3. Good practice and force initiatives

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

The Slide

During 2011/12 the force created a hard-hitting DVD, titled 'The Slide', depicting a youngster's descent into a life of crime and drug addiction after becoming involved in serious organised crime. The initiative is aimed at secondary school pupils across the force area and adults who have a responsibility for children and young people through various groups and voluntary work. The DVD is accompanied by a teaching pack containing questions, worksheets and classroom activities covering drug taking and supply, violence, counterfeit goods, car crime and firearms as well as related issues such as peer pressure, alcohol abuse, child protection and prison life. Interest in the initiative has been shown from a number of forces and law enforcement agencies throughout the UK.

MILAN

West Lothian 'Milan' ('get together' in Punjabi) group was established in April 2011 and is the first Asian women's group in the area. Its aims and objectives are to respond to the varied needs of the female Asian community and to give police and partners a platform with which to have meaningful engagement across a wide spectrum of issues. The group has established a membership of 85 women ranging from 13-70 years of age and through regular contact a genuine relationship has been built, fostering confidence in the reporting of hate crimes and providing an ability to assess community tensions.

Operation Federal

Federal is the first police unit dedicated to rape investigation in Scotland, providing enhanced services to victims of rape in West Lothian, increasing the effectiveness of investigations, identifying opportunities to prevent sexual crimes and working with partner agencies to identify better methods of supporting victims and engage with hard to reach groups. The unit holds regular meetings with the Procurator Fiscal, Domestic and Sexual Assault Team, Rape Crisis Scotland, Victim Support Scotland and youth councillors, where cases are discussed to ensure all necessary support is in place. This approach has received praise from victims and partner agencies alike.

Scottish Policing Awards 2011

Quality of Service

- Operation Zinnia – Pope Benedict XVI visit – **commended**

Working more efficiently

- Transforming the service team – **outstanding contribution**

Making justice work

- West Lothian community safety unit – **highly commended**

4. Inspection findings

Best Value audit and inspection

In December 2011, HMICS and Audit Scotland published a Best Value audit and inspection of Lothian and Borders Police and Joint Police Board²⁵.

Overall, the force was found to be performing well and demonstrating many of the elements of Best Value. The force executive have developed a distinctive and long-term strategy towards tackling the root causes of crime through effective community policing and local partnerships and have maintained police numbers while at the same time embarking on a significant change programme. The Transforming the Service (TTS) Programme has been successful in enabling the force to reduce its budget and has delivered and identified some important structural changes to be made, utilising a communication strategy which stands out as an example of how change and decision-making can be communicated in an open, transparent and inclusive way across a large geographic area and through multiple media. Overall crime rates continue to fall and the force has strengthened its approach to public consultation and engagement through its 'Community Commitment'.

Areas for improvement for the force included ensuring understanding of strategy at all levels of the organisation; supporting the partnership effort in some areas through better sharing of information and dissemination of best practice from other parts of the force; evaluating the impact of improvements in managing equality and diversity on the management of critical incidents and diversity training; and, the board and force should work together to develop performance systems that might better reflect how well it is performing against priorities.

In addition, although overall performance was good and crime continues to fall, there was scope for the force to reduce the occurrence of serious crimes of violence and to improve crime detection and service user satisfaction.

The board was found to be performing generally well and working effectively with the force and with partner organisations in providing policing services to communities. The board convener provides strong leadership and the board demonstrates a commitment to improvement and good self-awareness of where it needs to improve further. This has helped the board to put the essential elements of Best Value in place and provides a sound basis for further development. The board is clear on where it can make further improvements, and a new updated Improvement Plan will help articulate this.

Areas for improvement include building on the steps taken to secure a more consistent and shared understanding across board members of their roles and responsibilities; improving the way it scrutinises the force by reviewing the performance information that it considers and by assuring itself that the structures in place for scrutiny are fit for purpose; and, assuring itself that it has sufficient capacity and capability to help it take further forward its improvement agenda and in doing so demonstrate an effective use of its resources.

²⁵ <http://www.hmics.org/publications/best-value-lothian-and-borders-police-and-police-board>



George Graham
Chief Constable



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 290,330 one of the smaller populations. In addition to the northernmost section of the Scottish mainland it polices a number of outlying island regions. The force has 791 police officers, 378 police staff and 117 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.

During December 2011 the force had to contend with extreme weather resulting in multiple incidents across Lochaber, Western Isles, Caithness & the Orkney Islands. The policing response was co-ordinated from the force operations centre in Inverness, working in conjunction with the local authority strategic co-ordinating group providing a multi-agency response to widespread flooding, damage to property, fallen trees, land slips and issues arising from disrupted electrical supplies to approx 12,000 residents which resulted in significant travel disruption, road closures and evacuation of residents.

2. Force performance

1. Performance against budget 2011/12 (£ millions)

2011/12 budget allocated	51.3m
2011/12 budget spent	48.8m
Comment: Northern Constabulary made budget savings of £2.5m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)

2011/12 achieved	2.1m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Northern Constabulary has maintained service levels and performance whilst reporting efficiency savings of £2.1m.	

3. Public satisfaction 2011/12

	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
2011/12	*N/A	300	76
2010/11	N/A	256	99
Change	N/A	17.2%	-23.2%

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 an increase in the number of complaints about police officers and staff (the Scottish average change is 1.0%) and a decrease in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%). The former is due to the implementation of a more robust quality assurance regime, increased proactivity in terms of police/public engagement and a number of multiple complaint allegations.

4. Recorded crime 2011/12

	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
2011/12	482	355	5,219	3,562	3,938
2010/11	485	414	5,413	3,726	3,546
Previous 3-year average	485	388	5600	4,384	3,761
% change 11/12 on previous 3-year average	-0.6%	-8.5%	-6.8%	-18.8%	4.7%

Comment: Northern Constabulary has recorded reductions in all categories of crime against the previous three-year average.

5. Detection rates 2011/12

	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
2011/12	94.4%	80.8%	52.0%	47.6%	99.8%
2010/11	91.3%	73.4%	50.2%	41.3%	99.3%
Previous 3-year average	91.5%	80.2%	51.6%	40.8%	99.3%
% point difference on previous 3-year average	2.9	0.7	0.4	6.8	0.5
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Northern Constabulary detection rates are higher than the Scottish figure in all crime categories. The force's detection rates are higher than those recorded for the previous year 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:

Rural policing visibility

As a result of budget constraints, the force made a decision to close Bettyhill and Lybster Police Stations in Caithness, Sutherland and East Ross area command. To maintain a policing presence in these remote rural areas the current Bettyhill 'service point' was provided with a reception service and two Highland Council staff received relevant training to provide assistance in relation to policing issues. Simultaneously the force replaced a police van with a custom built vehicle fitted with four-wheel drive capability and staffed by an experienced constable with a specific remit to patrol in the most remote areas. In addition to providing a visible police presence, the vehicle has been invaluable in snow patrols and assisting with a search for a missing boy in the Altnabreac area.

Social media

During 2011/12 Northern Constabulary developed its social media strategy by posting 18 educational videos on Facebook and YouTube. Topics included bike safety, information about the work of the force's dog section and an introduction for new recruits to the force, all of which received positive feedback. In addition, the force has hosted regular 'on-line' community discussions on a variety of community defined issues such as road safety, internet safety and issues affecting young people.

Scottish Policing Awards 2011

Making communities safer

- Stay safe project – **commended**
- Driving ambitions north – **commended**
- Operation Round Up – public and private sector partnership – **commended**
- Special constables project – **highly commended**

Quality of Service

- Operation Notebook – **commended**
- Outreach activity assessment process – **commended**
- Innovative use of social media – **highly commended**
- Deaf awareness DVD for police officers and staff – **highly commended**
- Road safety family evening – **highly commended**

Working more efficiently

- Northern ANPR development team – **commended**
- Inverness community safety partnership – **commended**

4. Inspection findings

Best Value audit and inspection

Northern Constabulary was not subject to a Best Value audit and inspection during 2011/12. The most recent Best Value audit and inspection of this force was completed in April 2010²⁶.

²⁶ <http://www.hmics.org/publications/best-value-northern-constabulary-and-joint-board>



**STRATHCLYDE
POLICE**



Stephen House QPM
Chief Constable



Cllr. Stephen Curran
Convener



1. Force profile

At 2,221,830, 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 8,542 police officers, 2,413 police staff and 549 special constables.

During 2011/12, the force undertook a number of high profile and complex enquiries including the investigation into alleged perjury at the trial of Tommy Sheridan and alleged phone hacking; the investigation following suspicious packages being mailed to Neil Lennon, Trish Godman MSP and the late Paul McBride QC resulting in two men being charged and later convicted of conspiracy to assault; and, following the disappearance of Lynda Spence in April 2011, the force began a large-scale missing person enquiry resulting in four men being charged with her abduction and murder.

2. Force performance

1. Performance against budget 2011/12 (£ millions)

2011/12 budget allocated	433.4m
2011/12 budget spent	424.5m
Comment: Strathclyde Police made budget savings of £8.9m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)

2011/12 achieved	15.7m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Strathclyde Police has maintained service levels and performance whilst reporting efficiency savings of £15.7m.	

3. Public satisfaction 2011/12

	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
2011/12	71.6%	1,365	227
2010/11	85.7%	1,456	263
Change	-14.2 percentage points	-6.3%	-13.7%

Comment: Strathclyde Police has shown a decrease in overall user satisfaction (the Scottish average for 2011/12 is around 80%), however this relates mainly to an increase in users who were neither satisfied nor dissatisfied, with the force also recording a decrease in the number of users who were dissatisfied with the overall way that police dealt with the incident. The force has shown a small decrease in complaints about police officers and staff (the Scottish average change is 1.0%); and a marked decrease in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%).

4. Recorded crime 2011/12

	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
2011/12	5,222	2,905	73,715	36,280	36,628
2010/11	6,556	2,531	70,713	38,594	34,916
Previous 3-year average	6,951	2,513	70,804	45,142	39,177
% change 11/12 on previous 3-year average	-24.9%	15.6%	4.1%	-19.6%	-6.5%

Comment: Strathclyde Police has recorded reductions in most categories of crime against the previous three-year average, in particular violent crime which is down by almost a quarter. The exceptions are crimes of dishonesty and crimes of indecency. The latter is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

5. Detection rates 2011/12

	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
2011/12	71.4%	64.8%	32.0%	17.5%	98.2%
2010/11	65.9%	59.4%	31.9%	17.3%	97.4%
Previous 3-year average	60.0%	59.3%	33.1%	17.6%	97.6%
% point difference on previous 3-year average	11.3	5.5	-1.1	-0.1	0.6
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Strathclyde Police detection rates are lower than the Scottish figure in all crime categories. The force's detection rates are higher than those recorded for the previous year 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:

Early and Effective Intervention (EEI)

Early and effective intervention is a major step forward in the options available to operational officers when dealing with offenders aged 8-15 years. The approach provides additional options for minor offences, including a formal warning or a referral to an EEI co-ordinator, with the option of submitting a full police report to the Children's Reporter still remaining, but now being utilised for more serious offences, or where the officer has any other concerns regarding the child's welfare, such as home circumstances or lack of parental control. EEI is now live across all divisions and provides for a speedier and more appropriate response to offending behaviour, more appropriate interventions linked to victims and community concerns and a reduction in the burden of front-line officers and backroom functions.

Operation Mass Point

During the year the force has co-ordinated Operation Mass Point, a series of live play exercises designed to examine and test the preparedness of Strathclyde Police and its partners to respond to a terrorist attack. These exercises have offered a unique opportunity for officers and members of police staff to become involved in the planning and implementation phases of a national counter-terrorism exercise programme.

Operation Phoenix

The Operation Phoenix database is a technology-based solution that is used to record specialist knowledge and good working practices identified through the investigation of murder and suspicious deaths. The system provides immediate investigative assistance to senior investigating officers and other specialists and is now firmly established and developed within the force with researchers located and deployed in a number of territorial divisions. Back record conversion of all murders within the force area from 1993 until present is in progress and the introduction of a revised murder debrief process has been used to identify both good and poor practice which is essential if the force is to further enhance its capability and shape future investigative and operational practices.

Hate crime

During 2011/12 the force introduced a strategy designed to confront and eradicate hate crime and increase public confidence and safety. The strategy includes measures to encourage the reporting of hate crime in order to provide an accurate analysis of hate criminality and identify areas where such problems are prevalent. In support of this, a toolkit has been developed for use by all officers and police staff providing definitions and examples of hate 'crimes' and hate 'incidents' whilst also ensuring that all investigations are thoroughly progressed and adhere to legislation and procedures.

Scottish Policing Awards 2011

Making communities safer

- Glasgow Housing Association policing initiative – **commended**
- Flexible policing unit, delivery of a crime reduction and offender management model – **highly commended**
- Body worn video – **outstanding contribution**

Working more efficiently

- COPFS liaison officer – **outstanding contribution**

Making justice work

- Continuous improvement in custody services – **outstanding contribution**

4. Inspection findings

Best Value audit and inspection

The most recent Best Value audit and inspection of Strathclyde Police was completed in July 2011²⁷. The recommendations of this inspection were highlighted in our 2010/11 annual report.

²⁷ <http://www.hmics.org/publications/best-value-strathclyde-police-and-police-authority>



Justine Curran
Chief Constable



Cllr. Ian Mackintosh
Convener



1. Force profile

Tayside Police serves a population of 402,640 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 & Kinross. The force has 1,258 police officers, 543 police staff and 152 special constables.

Throughout 2011/12 the force policed a wide range of events, most notably T in the Park which saw over 80,000 visitors to the force area, the Rewind music festival and the Alfred Dunhill Cup and the Ricoh British Women's Open at Carnoustie, the latter of which attracted in excess of 40,000 visitors. These events require significant planning and visible policing deployments to ensure public safety and traffic management before, during and after such events.

2. Force performance

1. Performance against budget 2011/12 (£ millions)

2011/12 budget allocated	72.5m
2011/12 budget spent	70.3m
Comment: Tayside Police made budget savings of £2.2m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)

2011/12 achieved	2.6m
Comment: In a period where forces have managed a 2.6% reduction in their budgets, Tayside Police has maintained service levels and performance whilst reporting efficiency savings of £2.6m.	

3. Public satisfaction 2011/12

	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
2011/12	82.5%	461	86
2010/11	82.3%	470	55
Change	0.2 percentage points	-1.9%	56.4%
Comment: Tayside Police has shown a small increase in overall user satisfaction (the Scottish average for 2011/12 is around 80%); a small decrease in complaints about police officers and staff (the Scottish average change is 1.0%); and a marked increase in the number of quality of service closed allegations within complaints cases (the Scottish average change is 16.8%). The latter is mainly due to a number of allegations which were carried over from the previous year.			

4. Recorded crime 2011/12

	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
2011/12	512	451	9,368	4,417	4,248
2010/11	567	423	11,194	5,812	4,389
Previous 3-year average	614	426	11,764	6,044	4,883
% change 11/12 on previous 3-year average	-16.6%	5.9%	-20.4%	-24.0%	-13.0%

Comment: Tayside Police has recorded reductions in most categories of crime against the previous three-year average. The exception is crimes of indecenty. This increase is attributable to the introduction of the Sexual Offences (Scotland) Act in December 2010 and the impact of a change made to the Scottish Crime Recording Counting Rules to reflect this new legislation. In addition, this group is subject to fluctuation with cases of repeat offenders charged with multiple crimes along with reporting of historical crimes.

5. Detection rates 2011/12

	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
2011/12	85.4%	64.5%	50.8%	31.7%	99.3%
2010/11	85.7%	77.3%	50.0%	33.4%	98.9%
Previous 3-year average	84.5%	77.5%	51.0%	33.2%	98.7%
% point difference on previous 3-year average	0.8	-12.9	-0.2	-1.5	0.7
2011/12 Scottish figure	75.5%	67.3%	37.2%	25.4%	98.4%

Comment: Tayside Police detection rates are higher than the Scottish figure in all crime categories with the exception of crimes of indecenty. The force's detection rates are higher than those recorded for the previous year in relation to crimes of dishonesty and drugs and other crimes, and lower for crimes of violence, crimes of indecenty and fire-raising, malicious mischief and reckless conduct.

3. Good practice and force initiatives

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

Whole-system approach

The whole-system approach is a multi-partner initiative working with high-risk young people involved in offending through a holistic approach that seeks to divert them away from crime and into meaningful lifestyles and positive choices. The approach brings 16 and 17 year olds, previously dealt with under the adult criminal justice system, into a process that currently deals with youth justice procedures and has already contributed to a drop in youth crime in Angus of 35% in 2009 and a further 12% reduction in 2010. The approach involves putting in place streamlined and consistent planning, assessment and decision-making processes for young people who offend, ensuring they receive the right help at the right time.

Community-shared facilities

Following on from the successful creation of a 'joint access office' shared by Tayside Police and Angus Council in Monifieth, the force has now opened a second shared facility in Kirriemuir. Office staff are trained by police support personnel to receive initial off-street enquiries and the move has been an undoubted success in forging close partnership working and making best use of public facilities. Plans for similar shared facilities in other areas of Angus are now being actively considered.

Operation Dry Up

This initiative involved a dedicated team of special constables, who worked every Friday and Saturday night tackling youth anti-social behaviour aggravated by alcohol abuse through high visibility patrols within hot spot areas where youths were known to cause annoyance and providing reassurance to communities. In addition to confiscating alcohol, youths found in possession of alcohol were taken home where officers spoke to parents or guardians. As a result, youths causing annoyance calls have reduced by 17%.

Scottish Policing Awards 2011

Making justice work

- Operation Scorpion – **outstanding contribution**

4. Inspection findings

Best Value audit and inspection

Tayside Police was not subject to a Best Value audit and inspection during 2011/12. The most recent inspection report can be found on our website at www.hmics.org.



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 for Scotland's police and criminal justice community. It employs approximately 1,600 staff, around 18% of whom are seconded police officers²⁸.

FORENSIC SERVICES

INFORMATION SERVICES

- Criminal Justice
- Information and Communication Technology

SCOTTISH CRIME AND DRUG ENFORCEMENT AGENCY

SCOTTISH POLICE COLLEGE

Delivering more for less has been integral to SPSA since its inception in 2007. However, the scale of the reduction during 2011/12 has been unprecedented and during the year SPSA operated within a budget which represented an 8% reduction on the previous year, resulting in a reduction in workforce by 108, through initiatives such as voluntary redundancy.

On 14 December 2011 the findings from the Fingerprint Inquiry Scotland²⁹, a public inquiry into the identification and verification of fingerprints associated with the case of HM Advocate vs. McKie in 1999, were announced. SPSA has accepted all the Inquiry's findings and recommendations and Forensic Services are now developing and implementing an action plan with the aim of making the necessary improvements in time for fingerprints to integrate within the new Scottish Police Authority in 2013/14.

Work has continued in delivering the SPSA Forensic Modernisation Programme, which was initiated in 2009. Changes within structure, leadership, processes and resourcing are delivering benefits in terms of effectiveness and efficiency and are consistent with the principles of police reform.

In addition, SPSA has continued to work with stakeholders to deliver Information and Communications Technology (ICT) improvements relative to the findings of Audit Scotland and Mott MacDonald reviews³⁰. Commentary on the progress made in

²⁸ Information supplied by SPSA

²⁹ <http://www.thefingerprintinquiryscotland.org.uk/inquiry/3127.html>

³⁰ http://www.audit-scotland.gov.uk/docs/central/2010/nr_101028_spsa.pdf and <http://www.scotland.gov.uk/Resource/Doc/254432/0105977.pdf>

relation to these improvements has been noted in an annual review conducted by Audit Scotland³¹.

During the year SPSA has delivered improvements to ICT prioritisation, response, resilience and accountability with further improvements planned. As a key enabler of the required changes from police reform in Scotland, SPSA ICT has needed to adjust to the many changes and challenges presented during the year and has also commenced forward planning for 2012/13 in recognition of the significant challenge of maintaining service levels, whilst also supporting police reform.

The Scottish Crime and Drug Enforcement Agency (SCDEA) has continued to undertake enforcement action against serious organised crime groups, with 109 disruptions to those groups who present the greatest threat, risk and harm to Scotland's communities. This has resulted in the seizure of 782 kg of drugs with a street value of £18.45m, identification of criminal assets worth £5.2m for restraint under Proceeds of Crime legislation and cash seizures totalling over £1m.

2. Performance

1. Performance against budget 2011/12 (£ millions) ³²	
2011/12 budget allocated	97.0m
2011/12 budget spent	96.7m
Comment: SPSA has made budget savings of £0.3m during 2011/12.	

2. Efficiency savings 2011/12 (£ millions)	
2011/12 target	7.0m
2011/12 achieved	7.3m
Comment: During 2011/12, SPSA has exceeded its efficiency savings target by £0.3m.	

3. Good practice and initiatives

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

Protection of vulnerable groups system – SPSA ICT

The protection of vulnerable groups system (PVG) is Scotland's response to the principal recommendation of the Bichard Enquiry Report. This recommendation called for a registration system for all those who work with children and vulnerable adults in the UK that would confirm whether an individual should work with these client groups. PVG provides the Scottish police service with critical information about the status of individuals and also provides Disclosure Scotland's Protection Unit with relevant information about scheme members at the right times, allowing better informed decisions to be made. The system was delivered under budget and ahead of time and is the only system in the UK that fully meets current legislative standards.

³¹ http://www.audit-scotland.gov.uk/docs/central/2011/fa_1011_scot_crime_drug_agency.pdf

³² These figures are still subject to review by Audit Scotland, with the final audited SPSA board approved figures for 2011/12 becoming available in October 2012.

Evaluating critical service delivery – SCDEA, Scottish Witness Protection Unit

The Scottish Witness Protection Unit (SWPU) offers protection to witnesses who find themselves at the highest level of risk through potential retribution from serious criminality. Services include close personal support, creation of new identities and relocation to different towns and cities. During the year the unit worked with academic partners to develop an evaluation framework in order to measure the value of their service to both witnesses and the law enforcement partners engaged with during the protection process. The framework covers the different stages in the witness support process and through a series of questionnaires asks law enforcement partners, clients and members of their family to judge the service provided. The results will be used to further improve the important services delivered by the unit.

Leadership programme – SPSA, Scottish Police College

Following a review of Leadership & Management Division, the Scottish Police College created a new core leadership programme incorporating the ACPOS Leadership Development Framework structure, allowing officers at Inspector/Chief Inspector rank and police staff equivalent to select modules tailored to their individual needs, minimising abstractions from the workplace. Linked to national personal development review competencies, the programme was mapped to National Occupational Standards and the Integrated Competency Framework to give it a foundation built on quality standards. The programme has been successfully delivered throughout Scottish policing and other public sector partners, achieving a consistent average satisfaction rating of 90% and the programme has also drawn upon expertise from within the service and other public sector areas making significant financial savings in lecturing fees.

Aggregated results collation, SCDEA

The Aggregated Results Collation (ARC) tool is a semi-automated database which has developed by the SCDEA as a 'one stop shop' performance management concept. The database allows SCDEA officers and staff to record every action carried out to disrupt serious organised crime and has an in-built search facility providing automated performance reports. The ARC is an example of how efficient and effective back office support can reduce bureaucracy and free front line officers to focus on the disruption of serious organised crime groups across Scotland. Several English police forces have now developed their own version of the ARC.

Scottish Policing Awards 2011

Making communities safer

- Phoenix database, Scottish Police Services Authority, ICT – **highly commended**
- Protection of vulnerable groups system, Scottish Police Services Authority, ICT – **highly commended**
- Operation Alba, Scottish Crime and Drug Enforcement Agency – **outstanding contribution**

Quality of Service

- Leadership programme, Scottish Police College – **commended**

Working more efficiently

- Electronic submission of cases to the Scottish Children's Reporters Administration, Scottish Police Services Authority, ICT – **commended**
- The health safety and resilience team, Scottish Police Services Authority – **commended**
- Business management unit, Scottish Police Services Authority – **highly commended**

Making justice work

- Aggregated results collation, Scottish Crime and Drug Enforcement Agency – **commended**

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Scottish policing reform

In September 2011, the Cabinet Secretary for Justice announced his decision to proceed with legislation to reform both the police and fire services in Scotland.

Large-scale change programmes have significant risks associated with them. As a result, during this year HMICS has placed a significant focus on the reform agenda, providing independent advice to the range of stakeholders involved in planning the delivery of the Police Service of Scotland, continuing to engage with the debate over police reform and sitting in an advisory capacity on the various police reform programme boards.

Additionally, HMICS contributed both written and oral evidence to the Police and Fire Reform (Scotland) Bill parliamentary committee scrutiny hearings³³.

We consider that police reform offers opportunities to:

- simplify policing across Scotland;
- create the best affordable service; and
- improve governance and accountability.

In support of this we raised a number of issues including:

- The need for appropriate separation of powers between Scottish Ministers, the Scottish Police Authority and the Chief Constable. We sought clarity on what issues might be liable to a ministerial direction as encompassed within the Bill.
- The need for a robust and professional system of governance complemented by a clear definition of what the Chief Constable is solely operational responsible for. We published a paper on these matters³⁴ and continue to believe that it is essential to be clear about this issue if effective governance and accountability is to exist post-reform.
- In relation to National governance and accountability, there is a need to separate out democratic accountability (through parliament) from effective governance and accountability of the Police Service of Scotland which will require Board members with the requisite skills and experience to oversee a large, complex and constitutionally important service.
- In the absence of a full business case supporting the legislative proposal we said that we were yet to see detailed plans that demonstrated how the quantity and pace of savings envisaged by the Bill's Outline Business Case³⁵ could be achieved.
- The Bill contained a series of proposals about HMICS and we worked with the Scottish Government, seeking re-drafting where we thought this was necessary, to ensure that the future role and structure of the inspectorate reflected and contributed to the balance of policing in Scotland post 1 April 2013. In particular we thought it important that HMICS clearly retained its ability to carry out self-directed inquiries into policing and that this provision was placed

³³ http://www.scottish.parliament.uk/S4_JusticeCommittee/Inquiries/PFR17._HMICS.pdf,
http://www.scottish.parliament.uk/S4_JusticeCommittee/Inquiries/PFR17a._HMICS.pdf

³⁴ <http://www.hmics.org/publications/governance-accountability-policing-scotland>

³⁵ <http://www.scotland.gov.uk/Publications/2011/09/08112334/0>

alongside that which allows Scottish Ministers to direct us to make inquiries. This was confirmed in the final draft of the Bill.

- We thought it was imperative that the appointment schedule for the new Chief Constable was shortened from the originally envisaged timeline to provide the necessary clarity and direction to enable the new service to commence as effectively as possible on 1 April 2013. This appointment is now planned to take place by October 2012 rather than in December 2012 as originally planned.
- We also led a project to develop the current Scottish Police Performance Framework to ensure that it reflected the post-reform requirements for reporting performance at national and local authority levels in addition to being integrated with our emerging inspection model.
- Linked to the issue of performance, we have continued to press for clarity around the framework for measuring benefits attributable to reform along with the complementary suite of documents detailing the financial strategy for costs and savings over the reform period, the blueprint for the new service and the programme plan that will co-ordinate the necessary changes.

The year ahead

During 2012/13 there will be significant expectation on Scottish policing to deliver a single police service for Scotland and the associated benefits of police reform. During this period there will be an ongoing danger of attention being focused on reform at the expense of sustaining performance.

Consequently there will be a need for robust governance by police authorities and joint boards to ensure that focus is maintained on Best Value and 'business as usual' as well as transition arrangements ahead of the formation of the Police Service of Scotland and the establishment of the new Scottish Police Authority.

In support of this, HMICS will monitor 'business as usual', performance and force reform transition plans to identify risks during the reform period and highlight effective practice in transition planning, which can then be widely communicated to stakeholders. We will continue to provide independent advice to current police authority and joint board members, including those new members appointed as a result of the Local Government elections during May 2012, and those who will be appointed to the newly formed Scottish Police Authority.

In recognition of the important link between inspection and performance, HMICS is currently reviewing the Scottish Policing Performance Framework (SPPF) with the aim of developing a suite of strategic indicators measures centering on local and specialist policing, corporate centre and outcomes. These core measures will be supported by more detailed analyses which can be used for scrutiny purposes as well as public reporting of police performance in Scotland.

During the year ahead HMICS will also continue to develop a new scrutiny and inspection model that will be fit for purpose for the Police Service of Scotland. We are in discussion with Audit Scotland regarding our Best Value programme of inspection and are developing a 'local police area' inspection model, with pilot inspections due to commence later in the year. We are also reviewing our staffing structure and have begun the process of recruiting a pool of 'associate inspectors' with a broad range of skill sets, who we can call upon to deliver specific pieces of work.

“During 2012/13 there will be significant expectation on Scottish policing to deliver a single police service for Scotland and the associated benefits of police reform.”

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Appendix 1 – Table of publications

Victims in the Criminal Justice System (Phase ii)	
Suggested by	HMICS and Inspectorate of Prosecution in Scotland
Publication	Report published on 8 November 2011, available at http://www.hmics.org/publications/victims-criminal-justice-system-ii

Best Value Audit and Inspection of Lothian and Borders Police and Joint Police Board	
Suggested by	Accounts Commission and HMICS
Publication	Report published on 6 December 2012, available at http://www.hmics.org/publications/best-value-lothian-and-borders-police-and-police-board

Crime Audit 2011 National Overview Report	
Suggested by	HMICS
Publication	Reports published on 11 May 2012, available at http://www.hmics.org/publications/crime-audit-2011-national-overview-report

Best Value Audit and Inspection of Dumfries and Galloway Constabulary and Police Authority	
Suggested by	Accounts Commission and HMICS
Publication	Report published on 28 June 2012, available at http://www.hmics.org/publications/best-value-dumfries-and-galloway-constabulary-and-police-authority

Best Value Audit and Inspection of Central Scotland Police and Central Scotland Police Board	
Suggested by	Accounts Commission and HMICS
Publication	Report published on 5 July 2012, available at http://www.hmics.org/publications/best-value-central-scotland-police-and-central-scotland-joint-police-board

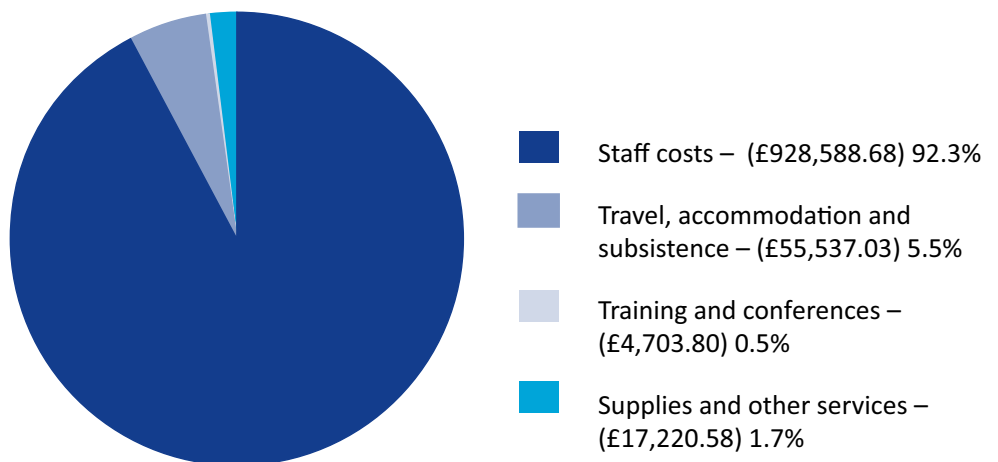
Appendix 2 – Our budget

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 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 2011/12 was £1.08m. Our expenditure for this period is shown at Figure 1 below. This year we had an under spend of £0.02m and achieved £0.03m in efficiency savings through a review of posts and associated staffing costs.

Figure 1: Budget allocation for HMICS, 2011/12 was £1.08m



Our total budget for 2012/13 is £1.06m.

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 exercise of functions as soon as is reasonably practicable after the end of the financial year. HMICS publishes these statements on our website and updates them regularly.

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 2011/12 Her Majesty bestowed the following honours on members of the service in recognition of their exceptional service:

QUEEN'S NEW YEAR HONOURS 2012

Queen's Police Medal (QPM)

Ruaraidh Nicolson, Chief Superintendent, Strathclyde Police

David Reynolds, Police Constable, Tayside Police

Hugh Duncan, Special Constable, Grampian Police

Appendix 5 – Statistical information

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

1. 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 2012 are published by each force and the SPSA, and can be found at the following web pages:

Central Scotland Police

http://www.centuralscotland.police.uk/information/public_documents.aspx

Dumfries and Galloway Constabulary

<http://www.dg.police.uk/aboutUs/ourDocs/perform/annualReport.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/information/freedom_of_information/classes_of_information/priorities_and_performance/annual_reports.aspx

Northern Constabulary

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

Strathclyde Police

http://www.strathclyde.police.uk/assets/pdf/22863/2011-12_annual_report

Tayside Police

<http://www.tayside.police.uk/About-Us/Force-Publications/annual-reports.htm>

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 2012

The Scottish Government Community Safety Directorate collates financial information on police grant earning expenditure and income for the police service in Scotland. While the information for the year 2011/12 is not currently available, any enquiries should be directed to:

Iain Finlayson
Scottish Government
Safer Communities Directorate
Police Division
Resources and Performance
St Andrew's House
Edinburgh
EH1 3DG
Telephone: (0131) 244 5644
e-mail: iain.finlayson@scotland.gsi.gov.uk

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