



HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Annual Report 2014-15



Improving Policing Across Scotland





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HM Inspector of Constabulary in Scotland

HM Inspectorate for Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012 and has wide ranging powers to look into the '*state, effectiveness and efficiency*' of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (SPA).¹

We have a statutory duty to ensure that the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the SPA or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions.
- The SPA and the Chief Constable must provide us with such assistance and co-operation as we may require, to enable us to carry out our functions.
- When we publish a report, the SPA and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit.
- Where our report identifies that the SPA or Police Scotland is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the SPA to take such measures as may be required. The SPA must comply with any direction given.
- Where we make recommendations, we will follow them up and report publicly on progress.
- We will identify good practice that can be applied across Scotland.
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.²

HMICS is a member of the UK's National Preventive Mechanism (NPM), a group of organisations designated under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) to monitor places of detention and report on the treatment of and conditions for detainees. As a member of the

¹ Chapter 11, Police and Fire Reform (Scotland) Act 2012.

² HMICS, *Corporate Strategy 2014-17* (2014).



NPM, HMICS carries out regular inspections of police custody in Scotland and publishes reports identifying good practice and recommendations for improvement.

This Annual Report is produced under Section 82 of the Police and Fire Reform (Scotland) Act 2012 and presented to Scottish Ministers for consideration of laying before the Scottish Parliament.



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Assessment of policing in Scotland

I am pleased to present my second annual report as Her Majesty's Inspector of Constabulary in Scotland (HMICS). This provides an update on how HMICS has carried out its statutory function for the period of 1 April 2014 to 31 March 2015 and follows my previous Annual Report⁵ which was published on 19 December 2014. My report highlights how HMICS continues to meet the scrutiny challenges of a new policing landscape and has delivered against both our Corporate Strategy⁶ and our Scrutiny Plan.⁷



In addition to reporting on our activities in the past year, I have taken the opportunity to offer my assessment of policing in Scotland and to comment on the performance of Police Scotland and the SPA during 2014-15.

It has been a challenging year for both Police Scotland and the SPA, although overall performance remains strong. Officers and police staff at all levels remain strongly committed, in often challenging circumstances, to providing a good service to communities across Scotland.

Reported crime across Scotland remains at a 41 year low,⁸ with a 5% reduction since last year. Non-sexual crimes of violence decreased by 6%, continuing the downward trend which began in 2002-03. Crimes of dishonesty have fallen by 8%, while fire-raising and vandalism reduced by 4%, both also continuing on a downward pattern. There has been an 11% increase in reported sexual crime, which can partly be attributed to increased confidence in reporting both recent and non-recent crimes and the priority given to investigating them by Police Scotland. The clear up rate for all recorded crime dropped slightly to just over 50%, but is still the third highest rate since 1976.

While official statistics show that overall crime continues to fall across Scotland, we took the opportunity in our 2014 Crime Audit⁹ to highlight that the nature of crime is changing and increasingly taking place online where it can be more difficult to identify, record and investigate. As Police Scotland improves its response to these new and emerging threats, it is likely that volume crimes including fraud and other cyber-enabled offences will increase significantly and impact on the historic reductions in reported crime.

However, the fact that such positive performance has been delivered in only the second year of Police Scotland is testimony to the leadership and commitment of the service towards keeping people safe at a time of major organisational change. This is in contrast to the experience in some other European jurisdictions where police reform on a national level has coincided with a drop in performance.¹⁰

In addition to maintaining a focus on crime reduction, Police Scotland has successfully met the challenges of policing major international events, including the Commonwealth Games

⁵ HMICS, *Annual Report 2013-14*.


⁶ HMICS, *Corporate Strategy 2014-17*.

⁷ HMICS, *Annual Scrutiny Plan 2014-15*.

⁸ Scottish Government, *Recorded Crime in Scotland 2014-15* (2015).

⁹ HMICS, *Crime Audit 2014* (2014).

¹⁰ Fyfe, N.R., Terpstra, J. and Tops, P. (editors) (2013) *Centralizing Forces? Comparative perspectives on contemporary police reform in Northern and Western Europe* (The Hague: Eleven Publishing).



and the Ryder Cup, where the ability of the single force to draw on resources from across Scotland and co-ordinate specialist national support were ably demonstrated. The service has also shown its ability to successfully tackle major crime and deal with tragedies including the loss of lives in Glasgow's George Square. Building on my assessment from last year, I remain of the view that Police Scotland is operationally effective and better placed to deal with both major events and major crime than the legacy police forces it replaced.

I noted in my last annual report that the creation of Police Scotland was only the beginning of a major change programme and there needed to be an ongoing focus on **sustainability**, **localism** and **scrutiny** to ensure medium to long term success and to fully realise the anticipated benefits of reform.

In terms of sustainability, major financial challenges persist. Although Police Scotland has reported that more than £130m of savings targets have been achieved in the first two years, there remains a need for both the SPA and Police Scotland to be clear about future structures and have accessible transition plans that will deliver sustainable savings. I have previously reported that the SPA and Police Scotland do not yet have a fully formed financial strategy and, whilst I accept that there are many unknowns which can prevent such a strategy being completed, this does not prevent the majority of public sector organisations having at least a medium term financial plan in place.¹¹


There must also be a clear long term vision for policing established, which informs the future shape of the service. This must be tempered by the foreseeable financial realities of the public sector in Scotland and seek to balance the need for community policing with the need to protect communities and respond effectively to new and developing threats. Strategic financial leadership should be strengthened and it is essential that effective corporate governance is put in place within both the SPA and Police Scotland to set the strategic direction, agree a budget and accurately monitor spending and savings. I have recently reported that the SPA and Police Scotland have taken a narrow approach to the scrutiny of major change and recommended they should urgently review and strengthen their overall approach to programme governance.¹² I expect the recently announced SPA Review of Police Governance to be key in addressing these issues.

While the current commitment to maintaining an additional 1,000 officers is welcomed and has strengthened policing across Scotland, it can only remain effective and efficient whilst these officers continue to perform operational policing roles. In the absence of a long term vision of policing, a wider workforce strategy and a clear financial strategy, there is a real risk that financial savings will continue to focus primarily on reducing police staff. Through our various inspections, I have observed the reduction in skilled police staff, increases in overtime and increased use of police officers in corporate functions and other settings, including projects. This is not sustainable in the medium to longer term and there is a need to accelerate the development of a wider workforce strategy that articulates the optimum balance of police officers and police staff needed to deliver the policing of Scotland within a balanced budget. This should all be informed by a wider discussion around the new financial settlement for policing and the reforecasting of achievable savings, which will potentially offer greater flexibility for the SPA and Police Scotland on how to spend this budget. HMICS acknowledges the commitment from the Scottish Government to work with the SPA to consider the implications of changing demands on Scottish policing by Summer 2016.¹³

¹¹ HMICS, *Scottish Government Draft Budget 2016-17* (submission to the Scottish Parliament Justice Committee, November 2015).

¹² HMICS, *Independent Assurance Review, Police Scotland – Call Handling, Final Report* (2015).

¹³ Scottish Government, *A Stronger Scotland, The Government's Programme for Scotland 2015-16*.



Ongoing pressure on staff, including senior officers, is also impacting on morale. This is validated by recent Police Scotland and SPA staff survey results¹⁴ and our own work which found that morale amongst officers and staff is mixed. There are concerns that both increasing and changing demands are combining with reduced availability of officers within local policing to impact on the ability to provide an effective service. The need for sufficient officers in response and community roles was identified as a consistent theme to many of the policing challenges affecting Edinburgh and recently prompted me to ask Police Scotland to review the balance between local policing and specialist resources across the city.¹⁵

Effective localism and genuine engagement with communities are fundamental to the success of Scottish policing. It is local policing that interacts with the public on a daily basis and is essential in building good relations with persons, localities and communities in Scotland.¹⁶ Strong local relationships strengthen the legitimacy of Police Scotland to carry out its function and support communities to improve their safety and well-being. The role of the local commander has developed under Police Scotland and offers real potential in terms of the wider public sector leadership they can provide with partners to deliver outcomes for local communities. Effective local scrutiny and engagement are also essential to the success of policing, through the identification and agreement of local priorities and holding the local commander to account for their delivery.

Since my last annual report, HMICS has embarked upon our programme of Local Policing+ inspection to provide an informed assessment of how Police Scotland is delivering local services and supporting the three objectives of police reform: (i) to protect and improve local services; (ii) to create more equal access to specialist support and national capacity; and (iii) to strengthen the connection between police services and communities.¹⁷ We have completed inspections of Fife, Ayrshire, Aberdeen City and, most recently, Edinburgh divisions. Local policing remains effective across Scotland and while the initial priority of Police Scotland has been to promote greater national consistency, there is now greater scope to empower staff to work creatively and collaboratively to deliver more locally responsive services.

I previously recommended that the SPA lead work to define the roles and responsibilities for local scrutiny committees and understand their legitimate interest in issues beyond setting the local policing plan and holding the divisional commander to account for its delivery.¹⁸ This has been taken forward by the SPA through varied engagement activity including a national summit on local scrutiny in September 2015, which was announced by the Cabinet Secretary for Justice as part of a series of measures to improve accountability and scrutiny in policing across Scotland. I am pleased that progress has been made in strengthening local scrutiny arrangements and improving relationships between local authorities and the SPA. I am also encouraged by the growing confidence within local authorities to be more demanding of Police Scotland for the information they need to support policing within their areas.

Effective scrutiny remains as a critical success factor and there is no doubt that, since the launch of the single service in 2013, policing in Scotland has faced greater levels of political, public and media scrutiny than ever before. This year has been dominated by a number of major issues for Police Scotland, which have drawn criticism on the service and publicly raised questions over the effectiveness of the SPA and its ability to hold Police Scotland to


¹⁴ SPA/Police Scotland, *Opinion Survey 2015*.

¹⁵ HMICS, *Local Policing+ Inspection Programme Inspection of Edinburgh Division* (2015).

¹⁶ Policing Principles, section 32, Police and Fire Reform (Scotland) Act 2012.

¹⁷ Scottish Parliament, *Police and Fire Reform (Scotland) Bill: Policy Memorandum* (2012).

¹⁸ HMICS, *Thematic Inspection of Road Policing* (2014).



account. These include Police Scotland's policies on armed policing and stop and search, and most recently the effectiveness of call handling in response to the tragic incident involving the deaths of John Yuill and Lamara Bell. HMICS has responded to each of these issues through a series of comprehensive audit and assurance reviews.

On 3 September 2015, the Cabinet Secretary for Justice asked the Chair of the SPA to undertake an immediate review of governance in policing. Significantly, this review seeks to ensure that accountability arrangements for policing can build on the lessons learned during the operation of the single force to date and ensure robust arrangements are in place for the future.¹⁹ The remit of this review seeks to ensure that (i) local interests are effectively represented in national scrutiny processes; (ii) the SPA has the appropriate structures and skills to undertake effective scrutiny; (iii) the SPA has all of the material and data to fulfil its scrutiny function and that information is made available to HMICS, the Scottish Government and the Scottish Parliament to fulfil their respective roles; and (iv) that the way the SPA works with other stakeholders is rooted in partnership and contributes effectively to wider policy objectives across the public sector.

I fully support the remit and consider this review of governance has the potential to address many of the issues that have been previously identified by HMICS and to strengthen scrutiny of policing in Scotland.

HMICS has a statutory duty to check that the Chief Constable and the SPA meet their obligations in terms of best value and continuous improvement. Over the year, we supported the SPA through a Continuous Improvement Review exercise on leadership and governance. We also supported Police Scotland through a Continuous Improvement Review exercise on Strategic Planning and Performance Management. Both reviews identified areas for improvement that have been taken forward by Police Scotland and the SPA.

HMICS has also been active in inspecting thematic areas of policing as part of our Local Policing+ programme, and has published separate reports on the Investigative Approach to Rape in Fife Division; the Management of Intelligence in Ayrshire Division and the National Intelligence Bureau; and the Approach to Missing Person Investigations in Aberdeen City Division. As part of our collaborative approach to scrutiny, these inspections involved participation from the Scottish Institute for Policing Research (SIPR), Children in Scotland and the Care Inspectorate.

As part of our membership of the National Preventative Mechanism (NPM),²⁰ we also carried out regular inspections of police custody facilities in Scotland, including those in Aberdeen and Edinburgh. These inspections build on our comprehensive Thematic Inspection of Police Custody Arrangements in Scotland²¹ and have been informed by the development of our HMICS Custody Inspection Framework.²² This includes the introduction of unannounced visits by HMICS staff to Police Scotland custody facilities.

In addition to our inspection activity outlined above, HMICS worked jointly with the Care Inspectorate to undertake a proportionate, risk-based and intelligence-led review of multi-agency public protection arrangements (MAPPA) in Scotland. This examined the approach of a range of agencies, including Police Scotland, who work together to reduce the potential risk of serious harm posed by registered sex offenders. A number of areas for development that can be delivered at an operational level have been identified and 10 recommendations

¹⁹ Scottish Government, *Governance review remit*.

²⁰ HMICS, *National Preventive Mechanism*.

²¹ HMICS, *Thematic Inspection of Police Custody Arrangements in Scotland* (2014).

²² HMICS, *Custody Inspection Framework*.



which are of a strategic nature, requiring a national response, have been made. We also worked with the Care Inspectorate in the scrutiny of services for children and young people in a rolling programme of local authority area inspections.

While I have highlighted the challenges affecting policing in Scotland, it is important to recognise the recent changes in police leadership. Mr Vic Emery OBE stood down as the Chair of the SPA in September 2015. In his previous role as Chair of the Scottish Police Services Authority and as the first chair of the SPA, he was a major contributor to the initial phase of police reform and responsible for overseeing the complex transition to new policing arrangements. After a distinguished 35-year career in policing, Sir Stephen House QPM retired from his role as the first Chief Constable of Police Scotland in November 2015. He strengthened many aspects of policing in Scotland and has made a major contribution to tackling violent crime, in particular domestic abuse and sexual crime. I would personally like to recognise the contribution of both Vic Emery and Sir Stephen House in leading policing through an unprecedented level of change.

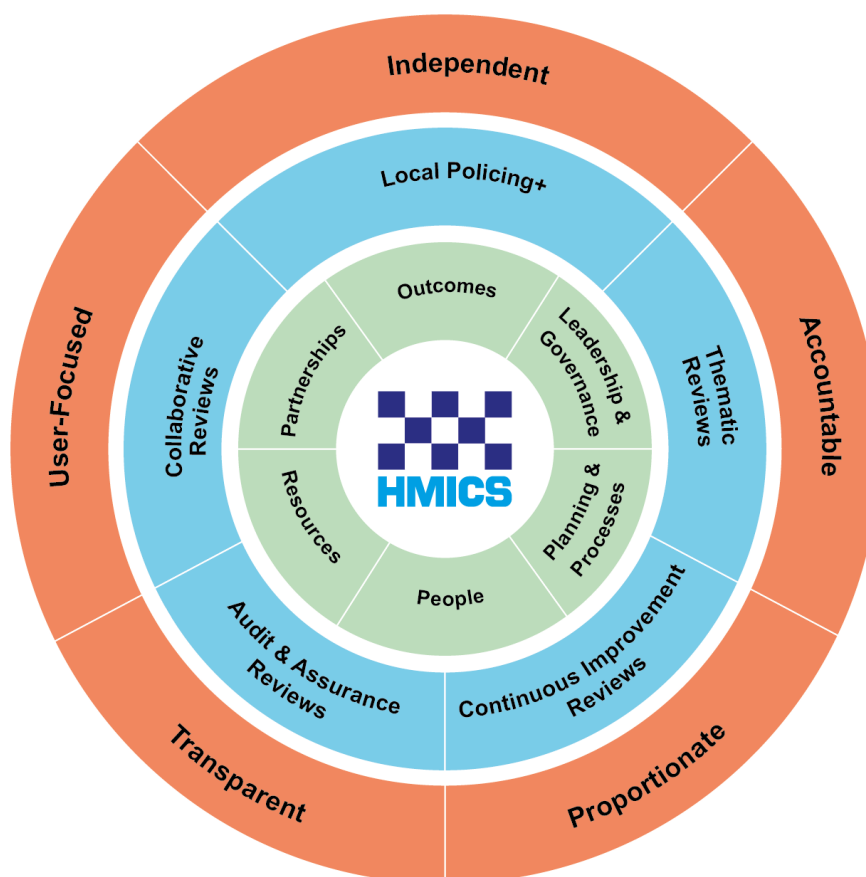
I would also like to take this opportunity to welcome Mr Andrew Flanagan as the new chair of the SPA and Mr Phil Gormley QPM as the recently appointed Chief Constable of Police Scotland. Although significant challenges remain for policing around sustainability, localism and scrutiny, I believe these can be effectively addressed. Confidence in policing will be a key measure of success, not only in terms of strengthening public confidence but critically in building this confidence in all officers and police staff working in Police Scotland and the SPA. Opportunities exist under this new leadership to develop and articulate a clear vision for the policing of Scotland and continue to build a sustainable, locally responsive and accountable police service.

In conclusion, I would like to thank my team within HMICS who have worked extremely hard over the last year to deliver against a demanding Scrutiny Programme and I acknowledge their commitment and flexibility to meet additional demands of unplanned inspections. I am also grateful for the support from the many partners with whom we have worked over the year in delivering our inspection programme.

Derek Penman QPM

HM Inspector of Constabulary in Scotland
December 2015

Approach to scrutiny



HM Inspectorate of Constabulary in Scotland (HMICS) builds on 158 years of history as a credible, competent and collaborative inspectorate that adds value and strengthens public confidence in Scottish policing. Our statutory purpose is to inquire into the state, efficiency and effectiveness of both Police Scotland and the SPA.

Our approach is to support Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.²³

The creation of a single Scottish police service in April 2013 led HMICS to fundamentally review how we do our business. Our *Corporate Strategy*²⁴ details how we intend to meet our statutory obligations in this new policing landscape. We have extensive powers underpinning our purpose and these allow us to work effectively with Police Scotland and the SPA.

As a values-led organisation, we continue to conduct our business in a way that is independent, accountable, proportionate and transparent. We also remain focused on the needs of users.

²³ Scottish Government, *National Outcomes for Public Services*.

²⁴ HMICS, *Corporate Strategy 2014-17* and *Scrutiny Plan 2013-14*.



There is particular emphasis on local policing in our scrutiny work and this gives us a consistent means of assessing the quality of local policing across Scotland and allows us to report publicly on how Police Scotland and the SPA are delivering against local priorities and their responsibilities to keep people safe. We continue to use Thematic Reviews to examine cross-cutting issues. These provide opportunities to work with others to consider emerging issues and provide evidence for future policy development. Our Continuous Improvement Reviews are underway. We are working closely with both Police Scotland and the SPA to report on how effectively they meet their obligations to deliver best value and continuous improvement. We will also conduct Audit and Assurance Reviews to scrutinise in more detail areas where there is a need to ensure accurate and ethical recording or provide targeted assurance over key processes in high risk areas.

Our scrutiny is supported by an Inspection Framework²⁵ providing structure to our activities and the means to consistently and objectively assess policing in Scotland. We have worked with others to ensure our framework reflects best practice and has the potential to develop into a wider self-assessment tool.

As an organisation, HMICS is committed to continuous improvement and we operate in a way that it is consistent with our values.

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

²⁵ HMICS, *Inspection Framework* (2014).

Scrutiny activity during 2014-15

As set out in our Scrutiny Plan 2014-15, we carried out an Audit and Assurance review of Stop and Search activity in Scotland. Due to emerging issues, we undertook additional assurance reviews of Police Scotland's Standing Firearms Authority and Call Handling. We continued with our programme of Local Policing+ Inspections, looking at the effectiveness and efficiency of local policing in Fife, Ayrshire, Aberdeen City and Edinburgh Divisions. Our Collaborative Review with the Care Inspectorate into Children's Services continues while the Collaborative Review of Multi Agency Public Protection Arrangements is concluded.

Our main focus remains providing support, guidance and advice to both Police Scotland and the SPA. Each of our Lead Inspectors has clearly assigned areas of responsibility and maintains regular contact with divisional commanders, functional leads, and heads of service. This includes regular engagement with the SPA and attendance at local scrutiny and engagement meetings.

The following provides brief details of our published scrutiny reports from activity undertaken by HMICS during 2014-15. The Assurance Review of CONTEST Prepare (counter-terrorism preparedness), Review of Legacy Inspection Recommendations, Thematic Inspection of Road Policing in Scotland and Thematic Inspection of Police Custody Arrangements in Scotland were contained within the Annual Report 2013-14.²⁶

Local Policing Pilot Inspection of Fife Division

Published: October 2014

Summary: The aim of this review was to assess the state, effectiveness and efficiency of local policing in Fife Division. It was the first inspection of its kind to be undertaken by HMICS and informed the rolling programme under which all 14 local policing divisions of Police Scotland will be inspected.

At the time of the Fife inspection, there had been a rise in reported crimes and detection rates had fallen slightly but both were still above the national average.

We found the division faced some challenges and identified areas for improvement.

We took the opportunity during the inspection to comment on the extent to which the reform objectives of protecting and improving local services, creating more equal access to specialist support and building on links between police services and their communities had been achieved.

Our assessment was that the division was led by an experienced team with a good blend of skills and had benefitted from increased access to specialist resources as a result of the introduction of the single service. Morale among officers and police staff had been affected by the swift pace of transition and Police Scotland was encouraged to expedite a staff survey. It was also urged to review staff engagement so that employees felt confident to raise issues and take part in the change process.

²⁶ HMICS, *Annual Report 2013-14* (2014).



There was a need to establish normal working patterns for the senior officers in the division. We also suggested the Divisional Commander closely monitor annual leave and the need to cancel days off and move quickly to implement a review of local structures.

There was a strong tradition of partnership working in Fife and the enhanced community engagement model with the local authority and a campaign working with local media were highlighted as areas of good practice which could be shared across the country.

We were impressed by the local scrutiny provided by elected members from Fife Council over stop and search which led to the division taking on the national pilot.

We made five recommendations for Police Scotland and three for Fife Division. Our recommendations to Police Scotland related to working with partners, local authority and community leaders in the development of the local policing plans which reflect local priorities and the provision of updates to communities on the progress made. View the full report on our [website](#).

Assurance Review of Police Scotland's Standing Firearms Authority

Published: October 2014

Summary: The aim of this review was to assess the practices by Police Scotland in relation to the Standing Authority and method of carriage of firearms in terms of the force's compliance with the relevant guidance, procedures and recognised best practice.

We considered whether the Standing Authority was justified, what the rationale was for the overt carriage of the hand gun and Taser, what external consultation had taken place and what criteria existed for the deployment of firearms officers.

The review was undertaken following heightened interest in the decision by Police Scotland to give a small number of firearms officers authority to routinely wear a holstered hand gun whilst crewing Armed Response Vehicles (ARVs).

It was undertaken at the same time as the SPA carried out a scrutiny review and Police Scotland conducted its own review on method of carriage. We made 10 recommendations to Police Scotland and the SPA.

We found the operational need for the Standing Authority was justified by national intelligence and threat levels and that overt carriage of the hand gun and Taser was the best and safest method of carriage for officers crewing an ARV. We considered that overt carriage by those on ARV duties promotes openness and transparency with the public.

Police Scotland was urged to provide clear guidance for these officers on how firearms should be handled when they are not in their vehicle and not responding to operational incidents.

We supported the decision of the Chief Constable that ARV officers would only be deployed to firearms incidents or where there is a threat to life. However, we believe that these officers can make a positive contribution to local policing and should support local officers through attending appropriate non-firearms-related incidents.

It was our view there needed to be a clear understanding of, and local discussions about, how these firearms officers can be used in their communities at these times. This would require deployment criteria that is understood and accepted by local communities.



HMICS considered the impact of the policy change on public perception had not been fully taken into account by Police Scotland, nor had there been a full and informed debate around the deployment of firearms officers to incidents and duties that did not require a firearms response.

We made a number of recommendations for improvement with the aim of strengthening public confidence in Scottish policing through better communication, consultation and scrutiny at all levels – with the SPA, Police Investigations and Review Commissioner (PIRC), local authorities, general public and within policing. Better communication of major policy changes by both the SPA and Police Scotland could enhance the relationships between the police service and its communities.

The report pointed out that following reform of Scottish policing, there has been more equitable access to an armed policing response and the number of trained firearms officers has actually reduced overall.

Although the decision to grant a Standing Authority is an operational decision for the Chief Constable, he remains accountable for that decision to the SPA. HMICS made a recommendation that the SPA engage with Police Scotland and other bodies to consider the concept of ‘operational responsibility’ and develop a shared understanding over roles. This would include ways to capture local authority perspectives.

We felt it would be beneficial for Police Scotland and the SPA to engage with the College of Policing to explore options for more formal relationships.

Transparency would be improved, and reassurance provided to the SPA, if one of its members attends meetings of the Police Scotland Armed Policing Monitoring Group. We also urged Police Scotland to establish a process to monitor ARV officer numbers and work with SPA and PIRC to consider what additional firearms data can be made available. View the full report on our [website](#).

Crime Audit 2014

Published: October 2014

Summary: This Crime Audit was the largest undertaken by HMICS, examining five times more records than any previous crime audit, and showed the reform of Scottish policing had provided new opportunities for greater consistency.

Accurate crime data is also vital for Police Scotland to inform planning and allow resources to be allocated where they are most needed.

It was the first time we presented figures on a divisional level and this assisted local scrutiny bodies to work with their local commanders, improving the quality of crime recording for their communities. On a national level, we felt this audit gave the SPA an opportunity to drive improvement in crime recording in line with their wider scrutiny role.

We found the quality of most crime recording in Scotland was good, as were most incident and crime recording decisions. But there was scope for improvement in relation to some sexual offences and non-crime related incidents.

A few divisions fell below the standard expected and we urged Police Scotland to ensure these divisions developed improvement plans to address this.



The report found there had been good work in relation to recording of hate crime, rape and housebreaking. It identified one of the areas for progress was in other sexual offences and their referral to special investigation units. Violent crime and non-crime related incidents could also have been better recorded.

The timeliness of crime recording, in general, had improved since the last HMICS audit with the majority taking place within 72 hours of the police being told about the incident.

Eight recommendations for Police Scotland and the SPA and 15 improvement actions were contained within the report.

Police Scotland was asked to set in place processes to ensure incidents referred to specialist investigation units were regularly updated; to ensure that all incidents were properly closed and that complainers in no-crime cases were kept informed.

The recommendations also encouraged closer scrutiny of crime data through the SPA, local authorities and Police Scotland working together on the improvement plans and sharing internal crime recording data.

We also suggested there be discussion between Police Scotland, the SPA and the Scottish Government about the relevance of the current crime groupings and clarification on the ownership of the Counting Rules which detail how crimes should be recorded. View the full report on our [website](#).

Local Policing + Inspection of Police Scotland's Investigative Approach to Rape in Fife Division

Published: December 2014

Summary: This inspection looked at Police Scotland's approach to the investigation of rape in Fife and at the interaction between the police teams in Fife and the National Rape Taskforce. It formed part of the review of local policing in Fife Division which was published in October.

We found the investigation of rape was a policing priority, and the single service brought a more consistent approach to these inquiries which were led by experienced teams of officers. Against a backdrop of an 85% increase in reports – some of them non-recent – Fife division had one of the highest detection rates for rape in Scotland during 2013-14. There were examples of good practice which could be reinforced across Scotland.

We were pleased to hear that the majority of survivors of rape in Fife commented favourably on how they were treated by the police with support groups reporting an attitudinal change with a greater focus on empathy.

We believe the model of the national rape taskforce and the 14 divisional rape investigation units is a good one but its effectiveness is hampered by the current lack of an integrated IT system.

The report contained eight recommendations for Police Scotland which covered training and resourcing, monitoring the impact of preventative measures and working with victim support agencies to balance the needs of the victim and the criminal justice process in non-recent cases. Police Scotland was also encouraged to extend the scope of the National Rape Review Team to be more intelligence and risk-led.



HMICS supports the strong operational focus on domestic abuse and rape investigations and asked Police Scotland to consider if it may be beneficial for them to be brought together under a single public protection banner. View the full report on our [website](#).

Local Policing Inspection of Ayrshire Division

Published: February 2015

Summary: This inspection was the second in the rolling programme of inspections of local policing divisions.

It highlighted emerging issues over morale among officers and staff, increasing layers of bureaucracy and poor internal communication.

The division was not complacent in addressing crime and took a problem solving approach to tackle issues as they arose. We were pleased to note they worked well with their partners in the three local authority areas and their use of social media and the relationship between their campus cops and the young people from their communities are examples of good practice.

We made six recommendations – three for Police Scotland, one for the SPA and two for the Divisional Commander.

We encouraged the division to work with local scrutiny groups to help them understand how policing operates in Ayrshire and Police Scotland to improve participation in setting local priorities. The Divisional Commander was also asked to review the roles of community and response policing teams and take into account the views of officers, staff and stakeholders.

Police Scotland was urged to provide relevant information about complaints to local scrutiny groups and progress a consistent national performance and appraisal system while the SPA was encouraged to commission a staff survey as a matter of priority.

We found that opportunities were being missed for wider engagement between local officers and their communities. This may have been linked to the consistent demands for community policing officers to support response policing and a review of this practice formed one of our recommendations to the Divisional Commander.

Internal communication was an issue with some officers saying they sought more face-to-face communications with their senior team. View the full report on our [website](#).

Police Scotland's Management of Intelligence in Ayrshire Division and the National Intelligence Bureau

Published: March 2015

Summary: This inspection looked at the Divisional Intelligence Unit in Ayrshire Division, its relationship with the Specialist Crime Division of Police Scotland and the role of the National Intelligence Bureau. It formed part of the review of local policing in Ayrshire Division which was published in February.

Police Scotland has successfully merged the legacy intelligence units from the former eight Scottish police forces into a single National Intelligence Bureau and a new structure was to be rolled out during 2015 to provide a consistent level of intelligence provision across the country. The formation of the single police service has also led to improved levels of



information sharing and close working with other crime enforcement agencies across the UK and abroad.

Information and intelligence are integral parts of policing, essential in informing and supporting both local and national priorities. We found evidence of good work at divisional and national level in relation to oversight of serious organised crime and intelligence and that Police Scotland is responding to the challenges and opportunities presented by advances in technology.

Partnership working at the Scottish Crime Campus is strong, the new Joint Intelligence Development Unit is in place and the single unit overseeing the Covert Human Intelligence Source (CHIS) has improved decision making and risk assessments.

We found there were variations across the country in terms of intelligence functions and documents used with no single authoritative source of all available information and intelligence, including serious organised crime. Therefore we recommended a single authoritative and strategic overview of all intelligence for policing purposes be provided which would develop strategic collection plans for each policing priority and identify trends across geographical boundaries and gaps in knowledge.

We were concerned that since the intelligence activity to support local policing in Ayrshire Division is influenced by performance data, it has the potential to focus on the short term as opposed to medium and longer term picture.

Three recommendations were made relating to liaison with other agencies to design a common model for serious organised crime mapping, a review of the existing intelligence portfolio and potential for realignment of divisional intelligence structures and the development of systems and processes for co-ordination of all information and intelligence. In addition, 15 improvement actions were identified. View the full report on our [website](#).

Audit and Assurance Review of Stop and Search

Published: March 2015

Summary: The aim of this review was to assess the state, efficiency and effectiveness of the processes for recording stop and search activity within Police Scotland and the associated procedures for its supervision, audit and governance.

HMICS also examined the impact of the performance framework and targets in relation to stop and search activity.

Comparisons were made with British Transport Police in Scotland and the Metropolitan Police on their approaches to stop and search.

During this review, HMICS took the opportunity to examine the issues with over 20,000 incomplete data records on the Police Scotland stop and search database. In addition, the SPA asked HMICS to carry out an audit of records relating to those aged 11 years or under.

HMICS recognised that the majority of searches are consensual and police officers felt stop and search is a valuable policing tactic if used appropriately and directed at the 'right people, in the right place at the right time.'

It was noted that Police Scotland has established a national Stop and Search unit, conducted a pilot, and was carrying out a review of stop and search practices.



The report found little research evidence on the impact of the tactic as a crime prevention measure and the evidence that exists does not suggest any link between the use of stop and search and reductions in crime. It also considered the impact on the younger population of these searches and of the recording of seizures of alcohol as positive searches.

There were substantial variations across the country in the use of stop and search and we believe that senior police officers need to do more to ensure that targets are not encouraging negative behaviours.

We made 23 recommendations relating to training, guidance, seizure of items, governance, aligning stop and search to local priorities, data, ICT systems and placing public confidence at the centre of activity across Scotland.

We recommended a general presumption amongst officers that stop and search encounters should be legislative which, combined with improvements in recording practices, training, audit and supervision, should give communities more confidence in the use of stop and search and allow a more informed view on the future needs for consensual stop and search.

We recommended that Police Scotland and the SPA should consult with the Scottish Government on the potential development of a statutory Code of Practice to provide clear guidance for officers and safeguards for the public. Due to the lack of guidance and processes, we did not have confidence in the stop and search data held by Police Scotland and do not believe it should be relied upon to make informed decisions about future policy and practice until an accurate baseline has been established.

As set out in our scrutiny plan for 2015-16, Phase 2 of this Audit and Assurance Review will comprise a fuller, statistically significant audit of both positive and negative searches.

Following publication of our report, Scottish Government set up an independent stop and search advisory group which has subsequently recommended the cessation of consensual stop and search and the introduction of a statutory Code of Practice. View the full report on our [website](#).

Local Policing Inspection of Aberdeen City Division

Published: May 2015


Summary: This inspection was the third in the rolling programme of inspections of local policing divisions.

It highlighted how close partnership working and effective leadership from an experienced commander had benefited the residents of Aberdeen where they were less likely to be a victim of crime than in previous years and, if they were, the offender was more likely to be identified and prosecuted.

We found the Community Safety Hub, a local initiative involving the police, local authority, Scottish Fire and Rescue Service and other agencies, to be an example of effective partnership working.

Morale was good among officers, staff felt valued and the senior officers in the division were approachable. There was no distinction between 'response' and 'community' officers and we found this model well suited to the city and met local needs.

The division had struggled to recruit and retain staff and suffered a proportionately greater loss of officers than any other division due to experienced officers leaving to join the oil and



gas industry. It also had the highest proportion of probationers in Scotland and had created a Tutor Unit to support their development.

The Tutor Unit, the division's own improvement plan which helps it identify strengths and weaknesses, and its early intervention management process are examples of effective practice.

We made four recommendations for Police Scotland relating to the provision of updated data to scrutiny committees, giving partners' analysts access to information management systems, reviewing guidance on body worn cameras and ensuring the objectives in local policing plans are measured and timeously taken to scrutiny committees. View the full report on our [website](#).

Inspection of Custody Centre in Aberdeen City Division

Published: May 2015

Summary: Our local policing inspection of Aberdeen City was the first in which we included an inspection of police custody facilities.

Regular inspections of custody are a key part of our role as a member of the UK's National Preventive Mechanism, a group of independent organisations which monitor treatment and conditions in places of detention in accordance with international human rights law.

We assessed the physical environment at the Kittybrewster facility in Aberdeen, interviewed detainees and custody staff, observed processes and reviewed the custody records of those detained. We found the detainees are treated with fairness and respect by professional and courteous staff.

Eight areas for improvement were highlighted relating to training, use of interpreters, risk assessments, resources, segregation of areas used by male and female detainees, washing facilities and ease of access for those with mobility issues.

Police Scotland and the SPA were complimented for delivering the £12,000,000 state of the art 60-cell facility at Kittybrewster, which opened in June 2014. View the full report on our [website](#).

Local Policing+ Inspection of Police Scotland's Approach to Missing Person Investigations in Aberdeen City Division

Published: June 2015

Summary: This inspection looked at how effectively missing person reports were handled by the division and also examined national oversight of missing person investigations in Police Scotland. It formed part of the review of local policing in Aberdeen City Division which was published in May.

In association with Children in Scotland, the Care Inspectorate and the Scottish Institute of Policing Research (SIPR), the inspection looked at all aspects of a missing person investigation – from initial report and assessment of risk through to investigations, harm reduction strategies and working with other agencies.

Thousands of people are reported missing every year, with 99% found safe and well within 24 hours. These investigations are resource intensive, with Police Scotland estimating the cost at between £30m and £80m.



Missing person inquiries across Scotland have benefited from an early decision by Police Scotland to establish a National Missing Person Unit to provide a more consistent approach, better leadership and governance and improved access to specialist resources.

We were encouraged by the leadership of missing person inquiries and endorse the approach to drive improvement across Scotland. This area of policing could be further improved if Police Scotland made better use of the information it holds and shared it with partners to develop ways to prevent, support and protect those who go missing.

The ground-breaking, comprehensive assessment produced by Aberdeen City Division to profile missing incidents should be adopted across Police Scotland.

HMICS made 11 recommendations – four for the division and seven for Police Scotland. They relate to the sharing of good practice, data used for compiling management information, single points of contact for families, return home interviews, entries on the vulnerable person database, staffing of the National Missing Person Unit, identifying emerging patterns and the development of consistent definitions which can be used by all agencies. View the full report on our [website](#).

Following the completion of this inspection, Lead Inspector Dr Brian Plastow was asked to present his findings at the Second International Academic Conference on Missing Children and Adults, held in Brussels. It brought together and encouraged dialogue between researchers, academia and practitioners from across the world to share experiences and best practices that will ultimately prevent, protect and support missing children and adults. The wide range of issues considered included stranger child abduction, child trafficking, search and rescue strategies and the impact on families of those who have gone missing.

Crime Audit 2015 British Transport Police

Published: August 2015

Summary: This inspection assessed the state, efficiency and effectiveness of the Scotland Division of British Transport Police and the extent to which its recording practices comply with the Scottish Crime Recording Standard and the Scottish Government's Counting Rules.

Of the crimes recorded by British Transport Police that occur on Great Britain's rail network, around 3% are committed in Scotland, which equates to about 0.5% of crimes recorded in Scotland.

Significantly more records were examined than in previous such audits and it was found that 98.8% had been closed correctly and 95.2% counted and classified correctly.

We were satisfied with the robustness of the division's own audit checks and operational crime recording practices. Two areas for improvement were identified – one relating to the closer scrutiny of violence related incidents and the other to the updating of incidents which are referred to Police Scotland for investigation.

Good work in recording of hate crime was highlighted and the inspection team was impressed with the quality of investigations leading to incidents being recorded as no-crimes. View the full report on our [website](#).



Local Policing Inspection of Edinburgh Division

Published: October 2015

Summary: This inspection was the fourth in the rolling programme of inspections of local policing divisions.

It highlighted the additional demands placed on the division in policing the capital city and called for a review of the balance between local policing and specialist resources across the city. It estimated the equivalent of 55 officers every day were being drawn from local policing teams to provide temporary cover for a range of additional demands such as custody, front counters, Edinburgh Airport and for policing the 1,150 pre-planned events the city typically hosts every year.

The report also commented on the changing demands of policing with a significant proportion of police time now spent responding to vulnerable people, whose needs could potentially be better met by other agencies.

Overall crime rates in the division were amongst the highest in Scotland, while detections were the lowest. It was noted that Police Scotland was fully aware of the challenges facing Edinburgh and a range of activities and initiatives had been put in place to improve performance.

The division's approach to partnership working was examined in detail, assessing the impact of change both locally and nationally on this critical area of policing.

HMICS made three recommendations – two of which related to local policing resources and one which urged Police Scotland to work with the Scottish Courts and Tribunal Service to discuss the role of police officers within court buildings.

During its inspection, HMICS made an unannounced visit to the police custody centre at St Leonards where detainees were found to be well treated. However, the physical layout of the premises and the volume of detainees processed there led us to recommend Police Scotland consider long term options for meeting custody demand in Edinburgh.

Four further recommendations were made relating to ensuring person escort records are completed properly, maintaining supplies of items required by detainees, the use of suitable vehicles for transferring custodies and regular checks on the readiness of the three other custody centres in Edinburgh. View the full report on our [website](#).

Assurance Review Police Scotland – Call Handling

Published: November 2015

Summary: This assurance review was directed by the Cabinet Secretary for Justice following the tragic accident involving the deaths of John Yuill and Lamara Bell. He sought an independent assessment of the operation, systems and procedures in place in police Contact, Command and Control (C3) centres across Scotland.

This review focussed on the capacity, capability and processes within all existing call centres and also considered the approach taken by Police Scotland in developing its call handling model to assess how key areas of governance, leadership and performance are currently placed to successfully deliver the remaining stages of the C3IR project.



HMICS spoke to more staff and conducted more interviews and focus groups than in any of its previous reviews. It acknowledged that at the time of the review, the police were only part way through the implementation of major change within C3 while pursuing wider policing reform on a national level.

An interim report was published in September which contained a single recommendation that the facilities in Inverness, Aberdeen and Dundee should remain in place until staffing, systems, procedures and processes in the East and West had been stabilised. At the same time, detailed planning for the previously agreed final model should continue with consideration given to accelerating the recruitment of staff and early commissioning of the North area control room in Dundee.

The final report, published in October, contained a total of 30 recommendations and reinforced the need for Police Scotland to focus on stabilising the existing call handling arrangements before making any further changes.

It also stated that the SPA should not approve any further stages of the call handling project until it receives independent assurance that Police Scotland is ready.

HMICS was reassured to note that calls were being answered quickly with 94% of 999 emergency calls answered within 10 seconds in the West, 93% in the North and 92% in the East. An HMICS audit of calls showed the majority of people who rang 999 or 101 received an effective service with service advisors capturing all relevant information with 98% accuracy.

Staff in the call centres were strongly committed, often in challenging circumstances, to providing a good service to the public. They were faced with constant change in their working practices and uncertainties about their futures.


The report gave assurance on seven areas – the commitment of staff to provide a quality service to the public; the current stability of staffing levels; the provision of basic processes; the effective handling of emergency and high priority calls; the effective assessment of risk and vulnerability; and the training arrangements for all new staff. The report states that while the current ICT systems are generally fit for purpose and offer basic functionality, their stability remains in question while network performance continues to affect day to day operations.

It found that oversight of the C3IR project had been weak with key risks and issues either not being identified or not being highlighted to senior managers. There was an initial focus on meeting deadlines and increased productivity rather than a well-managed project with a focus on customer service, staff relations and process design.

Areas identified as requiring to be addressed include improved oversight and risk management, work force planning, ensuring new IT systems meet the required specification, greater national consistency in call handling and better internal and external engagement.

A need for stronger financial management was highlighted as the true financial costs of C3IR have proved difficult to determine and there was no framework in place to measure all the benefits of the project. The way the police and the SPA manage significant and complex change programmes in the future also requires to be addressed.

HMICS also found that some staff noted information on scribble pads rather than inputting it directly onto the system and although staff were able to bypass key ICT systems, processes had been introduced to manage and monitor this. There were also inconsistencies in the



manner in which incidents were handled with some call handlers under pressure to end calls quickly and grade calls depending on the resources available.

As part of the review, HMICS launched its first online questionnaire and received 3,826 responses, 46% of which were from police officers and staff. It reinforced information which HMICS found during its fieldwork, visits to call centres, interviews and during focus groups. Initial feedback from the questionnaire helped inform the key lines of inquiry for the review. View the full report on our [website](#).

Joint Thematic Review of MAPPA in Scotland

Published: November 2015

Summary: This collaborative review was carried out jointly by HMICS and the Care Inspectorate to consider the effectiveness of the multi-agency public protection arrangements (MAPPA) in reducing the potential risk of serious harm posed by registered sex offenders and contributing to public protection.

For this review and to provide an in-depth understanding of the operational and strategic delivery of MAPPA, 76 focus groups were held and more than 500 practitioners involved in its delivery across Scotland were engaged with and 10% of the records maintained on the Violent and Sex Offender Register (ViSOR) were scrutinised. The inspection team observed the risk management review of 45 sex offenders discussed at 17 MAPPA meetings across the country. We also undertook analysis of 78 case records.

There is strong evidence that MAPPA is well-established across Scotland and that Police Scotland, local authorities (through Criminal Justice Social Work), the Scottish Prison Service and Health Boards and Special Health Boards through joint working and information sharing, discharge their duties effectively. It was recognised that the challenges in managing RSOs are often complex and that risk cannot entirely be eradicated.


The review team were impressed by the commitment of all those working in this demanding field and the clear culture of mutual respect and understanding by agencies of each other's role in the delivery of MAPPA.

The management of sex offenders in the community remains a sensitive subject despite the fact 98% of RSOs have not been convicted of a further serious violent or sexual crime and 91% comply with notification processes. When an RSO comes to the attention of the police for further offending, it is generally for failing to comply with the notification process rather than commission of another serious offence.

Although the number of sex offenders identified and managed through MAPPA continues to rise year on year (partly attributable to an increase in the reporting of sexual crime and an increase in convictions for internet offending), it was noted that the number managed at Levels 2 and 3 continues to reduce each year.

Whilst MAPPA is effective at contributing to keeping people safe, the review found that overall efficiency in the management of risk could be improved by implementing a more proportionate and consistent approach through streamlining processes and reducing unnecessary bureaucracy.

It is felt that whilst planning to address emerging issues at a local level is effective, there is a need for a robust national governance structure to prepare and plan for existing and future cross-cutting issues likely to impact on MAPPA in Scotland.



The report identified a number of areas for development that can be delivered at an operational level and outlined ten recommendations which are of a strategic nature, requiring a multi-agency response facilitated by Scottish Government. View the full report on our [website](#).

Parliamentary scrutiny

HMICS reports must be laid before the Scottish Parliament as part of the statutory requirements of the Police and Fire Reform (Scotland) Act. HM Inspector and his staff are regularly invited to give evidence at parliamentary committees as part of oversight arrangements. During 2014-15, HMICS appeared at the following committees:

- Justice Committee
 - 19 August 2014 – Derek Penman and Andy Cowie – Joint evidence session with HM Chief Inspector of the Scottish Fire and Rescue Service on Inspection in relation to police and fire service reform
 - 4 November 2014 – Derek Penman – Police Budget
- Justice Sub-Committee on Policing
 - 21 August 2014 – Derek Penman and Brian Plastow – Armed Policing
 - 9 October 2014 – Andy Cowie – Independent Custody Visiting
 - 5 and 19 March 2015 – Derek Penman – Armed Policing

Assessing the outcomes from our activities

An inspection does not end with the publication of a report. It is important that we ensure that our work adds value and assists in driving improvement. We proactively monitor the recommendations made and assess the extent to which they have been implemented. Monitoring progress in this way also helps us to assess whether a follow-up inspection is required to address any residual risk.

In agreement with Police Scotland and the SPA, HMICS receives an update on the outstanding recommendations three times a year. This includes evidence as to the action taken and requests to discharge recommendations. We carefully consider these updates and requests and discharge recommendations where appropriate. This may involve short focused pieces of follow up work.

We are currently undertaking a review of how we measure the contribution HMICS makes to delivering shared outcomes. This will help us to ensure that our methodology and scrutiny footprint continues to add value to policing.

Recommendations and improvement actions made to both Police Scotland and the SPA during 2014-15 have been received positively and where recommendations for improvement have been made, an associated action plan has been created. HMICS has agreed with both Police Scotland and the SPA robust and transparent processes for monitoring progress against our recommendations and improvement actions.

Facts and figures

HMICS staffing model

HMICS has operated during 2014-15 with 12 full-time staff, supplemented by Associate Inspectors.

- The position of HM Inspector of Constabulary in Scotland is held by Mr Derek Penman QPM.
- HM Inspector of Constabulary is supported by Mr Andrew Cowie, Assistant Inspector of Constabulary (AIC), who is responsible for the day to day operation of HMICS. Although currently seconded from a chief officer position in Police Scotland, Mr Cowie is under the direction and control of HM Inspector of Constabulary.²⁷
- Our scrutiny activity is undertaken by six Lead Inspectors, with executive leadership provided by either HMIC or AIC. Our six Lead Inspectors are fixed-term appointed civil servants with a background in policing and other relevant fields of work. Our Lead Inspectors are Frank Gallop, Laura Paton, Dr Brian Plastow, Justine Menzies, Stephen Whitelock and Tina Yule.
- Our staff office is managed by Inspector Dennis Hunter, who although seconded from Police Scotland, is under the direction and control of HM Inspector of Constabulary. We also have three support staff who are full-time civil servants, namely Susan Archibald, Susan Campbell-Duncan MBE and Joanna Drapper.
- We recruit a number of Associate Inspectors, on a short term basis, to support our inspection activity. We also have two Associate Inspectors that are retained exclusively for the joint inspection of children's services by HMICS and the Care Inspectorate.²⁸
- We also benefit from secondments from and collaboration with Police Scotland, Scottish Institute of Policing Research, other scrutiny bodies or stakeholder agencies and our colleagues at HMIC in England and Wales.

Further details of our inspection team can be found on the 'Meet Our Team' section of our website.

Partnerships

We engage with over 100 different stakeholder groups in the course of our activities. Our principal partners include Scottish Government, the Police Investigations and Review Commissioner (PIRC), Audit Scotland and the Scottish Institute for Policing Research (SIPR) and a range of other audit and inspection/improvement bodies. We engage at various levels with many stakeholders nationally, regionally and locally and also seek feedback through a wide range of channels, including social media.

²⁷ Police and Fire Reform (Scotland) Act 2012, Section 73(2).

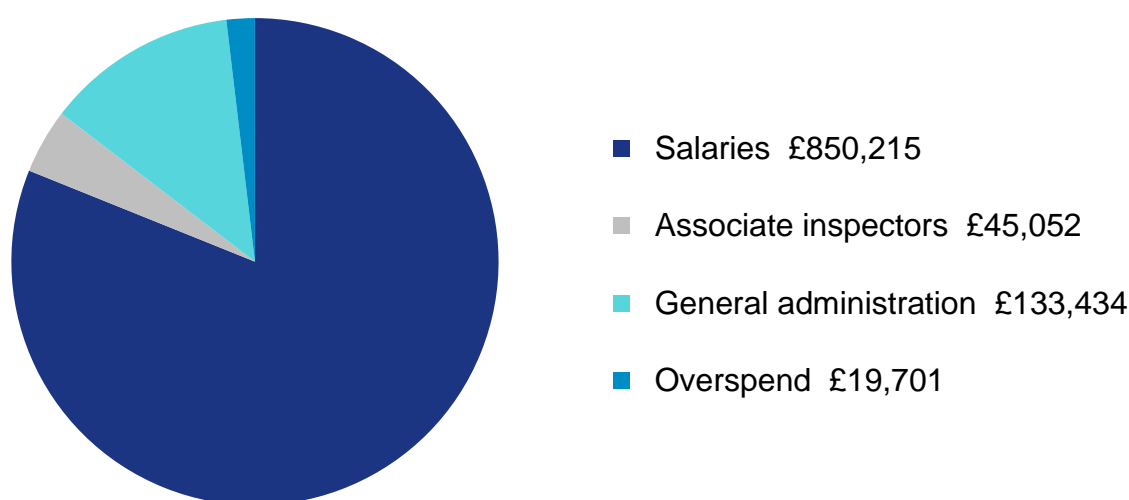
²⁸ Police and Fire Reform (Scotland) Act 2012, Section 73(2).

HMICS budget 2014-15

HMICS is funded entirely by the Scottish Government in respect of staff, accommodation, technology and other expenses. Our budget for 2014-15 was £1.009m and is set at £1.081m for 2015-16. This takes account of the need to continue to deliver efficiencies throughout the public sector. Our budget is less than 0.1% of the cost of policing in Scotland and delivers value for money in an overall Scottish scrutiny budget of around £50m.

Our expenditure for 2014-15 was £1,028,701 with an overspend of £19,701. This was due to additional short notice and non-programmed scrutiny work. Our expenditure represents £922,986 staff costs and £105,715 operating costs, and is illustrated below:

Spend 2014-15



HMICS expenses

The total amount of expenses incurred and claimed by Her Majesty's Inspector of Constabulary in Scotland in the financial year 2014-15 was:

- 1 April 2014 to 31 March 2015 Mr Derek Penman £876.54

This information is published in compliance with the Nolan principles of conduct underpinning public life.

Awards and commendations 2014-15

The honours and awards conferred each year on police officers, police staff and special constabulary are a reflection of the service's commitment to the people of Scotland. In the fiscal year 2014-15, Her Majesty bestowed the following honours on members of the service in recognition of their exceptional service:

Queen's Birthday Honours 2014

Queen's Police Medal (QPM)

- Derek Penman, Her Majesty's Inspector of Constabulary in Scotland

- 
- Andrew Bates, Chief Superintendent, Police Scotland

New Year Honours 2014

OBE

- Neil Richardson, QPM, Deputy Chief Constable, Police Scotland

Queen's Police Medal (QPM)

- Steve Allen, Deputy Chief Constable, Police Scotland
- Mark McLaren, Chief Superintendent, Police Scotland
- Marshall Moyes, Special Constable, Police Scotland



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About Her Majesty's Inspectorate of Constabulary in Scotland

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

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