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GRAMPIAN JOINT POLICE BOARD

To: Councillor Greig, Convener; and Councillors Collie, Dunbar, Farquharson, Penny, Kevin Stewart, Al-Kowarri, Howie, Mair, Webster, McKail, Hendry, Bell, McGillivray and Shepherd.

Town House, ABERDEEN
25th February 2011

GRAMPIAN JOINT POLICE BOARD

The Members of the **GRAMPIAN JOINT POLICE BOARD** are requested to meet on **FRIDAY, 4 MARCH 2011 at 10.00 am** in **Committee Room 1, Woodhill House**

JANE G. MACEACHRAN
CLERK TO THE BOARD

B U S I N E S S

- 1 **Apologies for Absence**
- 2 **Minute of Last Meeting - 12th November 2010** (Pages 1 - 12)
- 3 **Minute of Board Budget Meeting - 21st January 2011** (Pages 13 - 18)
- 4 **Matters Arising**
- 5 **Minute of Grampian Joint Police Board Complaints Sub Committee Meeting of 7th June 2010 - For Information** (Pages 19 - 22)
- 6 **Minute of Grampian Joint Police Board Stewardship Sub Committee Meeting of 7th June 2010 - For Information** (Pages 23 - 28)
- 7 **Grampian Joint Police Board - Updated Business Statement** (Pages 29 - 32)

- 8 **Revenue Budget Monitoring Report - 31st January 2011 - Report from the Chief Constable and the Treasurer** (Pages 33 - 36)
- 9 **Capital Monitoring - 31st January 2011 - Report from the Chief Constable and the Treasurer** (Pages 37 - 46)
- 10 **Grampian Police and Grampian Joint Police Board - Best Value Audit and Inspection Report - Report from the Chief Constable and the Depute Clerk** (Pages 47 - 86)
Please note – Appendix Two will follow under separate cover
- 11 **Force Quarter Three Performance Report 2010/11 - Report from the Chief Constable** (Pages 87 - 138)
(Please advise Superintendent Willie MacColl of any questions regarding the Quarterly Report in advance of the Board Meeting if possible to enable information to be available – willie.maccoll@grampian.pnn.police.uk)
- 12 **Board Development - Action Plan - Report from the Depute Clerk** (Pages 139 - 154)
- 13 **Grampian Gypsy / Traveller Summit - Report from the Depute Clerk** (Pages 155 - 158)
- 14 **Police Appeals Tribunal - Report from the Depute Clerk** (Pages 159 - 162)

NOT FOR PUBLICATION

- 15 **Operational Update - Verbal Report from the Chief Constable**

Website Address: www.aberdeencity.gov.uk/gjpb

Should you require any further information about this agenda, please contact Fiona Smith 01224 522516 or e-mail fismith@aberdeencity.gov.uk

GRAMPIAN JOINT POLICE BOARD

Committee Room 2, Town House, Aberdeen, 12th November 2010 - Minute of Meeting of GRAMPIAN JOINT POLICE BOARD.

Present:-

- Councillor Greig, Convener
- Councillor Shepherd, Vice Convener
- Councillor Al-Kowarri
- Councillor Collie
- Councillor Dunbar
- Councillor Farquharson
- Councillor Hendry
- Councillor Howie
- Councillor Mair
- Councillor McKail
- Councillor Penny
- Councillor K Stewart
- Councillor Webster

In Attendance:-

- Mr Colin McKerracher, Chief Constable, Grampian Police
- Mr John McNab, Deputy Chief Constable, Grampian Police
- Mr Colin Menzies, Assistant Chief Constable, Grampian Police
- Ms Karen Williams, Director of Corporate Services, Grampian Police
- Mr Gary Craig, Deputy Director of Corporate Services, Grampian Police
- Inspector Mike Thompson, Grampian Police
- Mr Ian Robbie, External Auditor, Henderson & Loggie
- Ms Karlyn Watt, External Auditor, Henderson & Loggie
- Mr Barry Jenkins, Treasurer
- Ms Karen Donnelly, Depute Clerk
- Ms Fiona Smith, Aberdeen City Council

APOLOGIES FOR ABSENCE

1. Apologies for absence were intimated on behalf of Councillor Bell, Councillor McGillivray, Mr Derek Penman, Assistant Chief Constable, Grampian Police and Ms Jane MacEachran, Clerk.

ELECTION OF VICE CONVENER

2. The Convener advised the Board that Cllr Cullinane had intimidated to the Clerk that she was standing down from the Board. The Board wished to record its thanks to Cllr Cullinane for her input to the Board over the duration of her membership and send her the Board's best wishes.

The Convener then invited nominations for the vacant position of Vice Convener.

Councillor Mair then moved, as seconded by Councillor Greig:

"That the Board nominate Cllr Al-Kowarri as Vice Convener"

Councillor K Stewart moved as an amendment, seconded by Councillor Collie:

"That the Board nominate Cllr Hendry as Vice Convener and note that Cllr Hendry would not claim any additional remuneration for this role"

For the motion: (5) Councillors Al-Kowarri, Greig, Mair, McKail and Webster.

For the amendment: (7) Councillors Collie, Dunbar, Hendry, Howie, Penny, Shepherd and K Stewart

The Board Resolved:

- To elect Councillor Hendry as a Vice Convener of the Grampian Joint Police Board.
- To note that Councillor Hendry would not claim any additional remuneration for the Vice Convener role.

MINUTE OF INQUORATE GJPB MEETING OF 10TH SEPTEMBER 2010

2. The Board had before it and approved as a correct record, the minute of the inquorate Board Meeting of 10th September subject to the following amendments being made:

Item 3: Under the discussion on Item 12 in Matters Arising, to amend the first sentence of the fifth paragraph to read:

'The Board unanimously supported the call for a summit, recognising this is a Grampian wide issue to which a Grampian wide solution is required.'

The Board homologated all of the resolutions of the inquorate 10th September meeting, specifically the Board agreed the actions detailed under items 4, 11 and 12.

The Board Resolved:

- To approve the Minute subject to the above amendment being made.
- To homologate the resolutions of the inquorate 10th September 2010 Board meeting.

MATTERS ARISING

4. There were no matters arising.

UPDATED BUSINESS STATEMENT

5. The Board had before it the updated Board Business Statement dated 12th November 2010. The Depute Clerk provided a verbal update with respect to the statement as follows:

- 09/18 Outcome of the Internal Audit Report on the Clerking function is to be reported to the Stewardship Sub Committee in due course.
- 10/01 A report on this item appears on the agenda for this meeting.
- 10/02 A date for a further Board Away Day in December 2010 is presently being sought.
- 10/05 A report on this item appears on the agenda for this meeting.
- 10/06 The Depute Clerk advised that a response is awaited from the Local Criminal Justice Board in respect to the Board's letter regarding Officer time spent in court.
- 10/07 The Depute Clerk advised that she would provide an update on this item in the private session.
- 10/08 The Depute Clerk sought the agreement of the Board to approaching Aberdeen City Council to discuss this matter further given that it has agreed to hold a seminar also. In addition, Aberdeenshire Council and Moray Council will be invited to feed in to discussions on this issue.

The Board Resolved:

- To note the updated Business Statement
- To agree to the proposal made by the Depute Clerk in progressing arrangements for a Summit on Gypsy Travellers in the North East.

REVENUE EXPENDITURE MONITORING REPORT – 30TH SEPTEMBER 2010

6. The Board had before it a report from the Chief Constable and the Treasurer that presented the Revenue Budget Monitoring Report for the period to 30th September 2010.

The Treasurer introduced the Report which detailed that the Force is projecting an under spend of approximately £731,000 against an approved net revenue budget of £115.212m. The Treasurer advised that the Force is seeking to maximise possible savings within this financial year in order to decrease the burden for identifying savings in future years. The report advised of the forecast figure for Police Officer numbers which sits at 1,565 at 31st March 2011. Finally, the report advised that the forecasts

indicate an increase in reserves at the end of the financial year to £2.306m which is being planned in order to assist with the 2011/12 budget.

The Convener requested further details with respect to the level of under spend and how this compares with the position in other Forces. The Chief Constable advised that this information would be sought.

Cllr K Stewart welcomed the reported under spend position however noted that this could all be utilised if one major incident were to incur. Additionally, Cllr Stewart noted that the reserve limit is unlikely to be breached this year however this may not be the case in future years given the financial pressures ahead. Cllr Stewart also requested information with respect as to whether any reserves had been committed for funding an Early Retirement / Voluntary Severance scheme.

Mr G Craig advised that the Force is seeking expressions of interest in ER/VS at present and any applications will be considered in line with the potential savings generated if they are approved. It is planned to use some of the reserves to fund this scheme.

Cllr K Stewart requested that it be noted in the accounts that some of the reserves would be used for this purpose. The Treasurer noted this request and committed to further discuss this matter and revert to the Board with advice in due course.

Cllr McKail noted that the number of Police Officers is forecast to fall before the end of the financial year and asked what effect this would have for communities. The Chief Constable advised that the number is forecast to drop as there is presently no recruitment taking place therefore any leavers are not replaced. The Chief Constable further noted that any decision regarding police officer deployment has impacts and consequences which the Force require to manage. The focus previously has been on maximising the number of officers within communities. At present, focus is being given to maximising the capacity within Local Policing Teams, including moving officers into teams where this is necessary. Therefore, at present, it is hoped that the impact on communities of the fall in officer numbers is minimised.

Cllr K Stewart requested an update with respect to developments in joint working. The Chief Constable advised that discussions are on-going with respect of a shared contact centre. Developments in this area aim to improve service levels as well as realise savings and further information will be presented to the Board in due course.

Cllr Webster noted that a very useful discussion had taken place at Aberdeenshire Council between Elected Members, Council Officers, Grampian Police and Grampian Fire & Rescue Service. This had proved an excellent opportunity to consider a range of issues, including joint working initiatives and Cllr Webster suggested it should be repeated in the other constituent authorities.

The Convener noted that the Force should be congratulated for the continued good management of resources, including a welcome increase in the forecast under spend. He further expressed his concern regarding the focus in Scotland being on moving to a single police force without there being evidence to state what savings this would achieve. The loss of local control would be most worrying.

With respect to discussions regarding the future structure of policing in Scotland, the Board noted that this matter would be covered during the Board Away Day in December. This would provide the Board with an opportunity to discuss developments on this issue and agree how the Board would respond to this.

The Board Resolved:

To note the Report

CAPITAL BUDGET MONITORING – 30TH SEPTEMBER 2010

7. The Board had before it a report from the Chief Constable and the Treasurer to update the Board on the progress of the 2010/11 Capital Plan, provide an updated projected outturn for the year and highlight any changes since the last Board report.

The Treasurer introduced the report and advised that the total budget allocated within the Forces Capital Plan for 2010/11 is £8.082m. The plan has been increased by £10,000 to reflect the purchase of a new vehicle that is being fully funded by a sponsor. In addition the report outlined that an additional £57,000 projects have been approved from the previous unallocated sum within the plan meaning that £205,000 now remains unallocated.

Cllr McKail requested an update with respect of the development of a Joint CPU in Moray. The Chief Constable committed to providing this information at a future meeting of the Board.

The Board noted that there had been, as yet, no announcement on the outcome of the Forensics Services review.

The Board Resolved:

To note the Report

ANNUAL STATEMENT OF ACCOUNTS – 2009/10

8. The Board had before it a report from the Chief Constable and Treasurer which presented a copy of the audited and signed set of Annual Statement of Accounts for the financial year 2009/10.

The Treasurer introduced the report, advising the Board that the Statement requires to be noted by the Board. He further reported that the Annual Statement of Accounts had received a clean audit report from the External Auditors.

The Board Resolved:

To note the report.

REPORT TO MEMBERS AND THE CONTROLLER OF AUDIT – 2009/10

9. The Board had before it a report from the External Auditor which presented to the Board the report from the External Auditor on the 2009/10 Grampian Police Annual Statement of Accounts.

Mr Ian Robbie introduced the report, noting that the Annual Statement of Accounts has a clean audit opinion. The target date of reporting, of the end of August, was achieved and the External Auditors wished to thank the Force for its assistance with the audit process.

Mr Robbie further advised that the audit gave rise to three recommendations which were accepted by the Force.

The Board Resolved:

To note the report.

FUNDING FOR MAJOR INCIDENTS

10. The Board had before it a report from the Depute Clerk which advised of the responses received from other Scottish Police Authorities and Joint Board to their views in respect to the establishment of a Scottish wide fund to meet future expenditure of public sector organisations on major incidents.

The Depute Clerk introduced the report and advised that, following the Board Meeting on 21st May 2010, she write to the seven other Police Boards and Authorities in Scotland seeking the views of each Board / Authority towards the GJPB proposal that a Scottish wide fund be established to support all police forces involved in responding to future major incidents.

The Depute Clerk advised that 4 responses have been received, none of which provide support to the GJPB proposal. Given this lack of support, the Board resolved to take no further action with respect to this issue.

Given this matter was first raised following a major incident in the North Sea, the Board had some discussion relating to the issue of policing of the North Sea. In order to provide further information on this issue, the Chief Constable offered to bring a report

to a later meeting of the Board outlining the current set up with respect of policing the North Sea.

The Board Resolved:

- To note the update provided
- To take no further action with respect to this issue.
- To note that the Chief Constable will bring a report to a future meeting of the Board with respect to the policing of the North Sea

ON-GOING DEVELOPMENT OF BOARD AND MEMBERS

11. The Board had before it a report from the Depute Clerk set out a range of proposed initiatives which aim to develop both Members and the efficient workings of the Board.

The Depute Clerk introduced the report and advised that over the past year there has been significant development work undertaken including the revision of the Board Standing Orders and the review of the Sub Committee structures and remits, the development of the Board web pages and the electronic production of agenda. It is thought to be essential to continue to progress this development in order to assist the Board to continue to improve in terms of its governance and scrutiny role and to give opportunities to Members to further develop their knowledge and skills in relation to the duties and responsibilities of the Board.

The report outlined role descriptions for the Board Convener, Board Vice Conveners and Board Members which Members were asked to review and provide feedback on. In addition, the report set out a proposal for the more effective distribution of Board Agendas using electronic systems where appropriate. The report also set out a range of proposals for continuing development activities for Members and the Board were requested to give consideration to these.

Finally, the report suggested that a Working Group of Members be established in order to assist the Depute Clerk in progressing activities in this area.

The Board Resolved:

- To agree that paper copies of the Board Agenda would be issued to Board Members, Substitutes and the Force Executive only and that all other interested parties would be invited to access the meeting papers on-line
- To give consideration to the specific role descriptions set out within Appendix One of the report and provide feedback to the Depute Clerk
- To instruct the Depute Clerk to commence work on a training needs analysis for Board Members and to thereafter prepare development plans and a training programme for agreement by the Board
- To instruct the Depute Clerk to arrange training / briefing sessions to take place at the conclusion of alternate Board meetings and to ensure that an early session covers financial planning and dealing with the impact of current budget constraints

- To instruct the Depute Clerk to develop a handbook for Board Members
- To establish a Working Group to oversee and informed this on-going development work and to appoint Councillors Greig, Hendry, K Stewart and McKail to this Working Group along with a Member from Moray Council to be identified.

INDEPENDENT CUSTODY VISITING SCHEME

- 12.** The Board had before it a report from the Depute Clerk which provided a further update with respect to the development of an Independent Custody Visiting Scheme in Grampian.

Ms F Smith introduced the report and advised that the ICVS Sub Committee had interviewed 5 volunteers on 6th November 2010 and recommended that all 5 be appointed as Independent Custody Visitors. Arrangements were now in hand to conduct necessary vetting and security checks prior to these appointments being made. In addition, familiarisation visits for these volunteers is to be arranged. In addition, the Sub Committee also agreed to appoint 3 volunteers who had previously been trained and attended familiarisation visits.

The Board noted that Mr Brian Pirie, Scottish Representative from ICVA had supported the volunteer training and the resolved to sent its thanks to Mr Pirie for this assistance.

Ms Smith further advised of the forecast timescale of visits commencing and noted that, in the first instance, visit would only be conducted in the three principal custody facilities, until such time that further volunteer recruitment enables this coverage to be extended.

The Convener welcomed the update report and expressed his delight that visits would soon commence. Councillor McKail wished the Board to note that Ms Smith has driven this development and wished the Board to record its thanks to her for this effort.

The Board Resolved:

- To note the report
- To record the appreciation of the Board of the support provided by Brian Pirie in the development of an Independent Custody Visiting Scheme in Grampian
- To record the thanks of the Board to Fiona Smith, Scheme Administrator, for her efforts in progressing the development of an Independent Custody Visiting Scheme in Grampian

EXEMPT INFORMATION

Prior to considering the remaining items of business the Board resolved that in terms of section 50 A (4) of the Local Government (Scotland) Act 1973 that the public be excluded from the meeting during the consideration on the items on the grounds that it was likely, in view of the nature of proceedings, that if members of the public were

present during the consideration of these items that there would be a disclosure to them of exempt information as defined in paragraph 1 of part 1 of schedule 7 A of the said Act.

VERBAL UPDATE FROM THE CHIEF CONSTABLE

13. Assistant Chief Constable Colin Menzies provided the Board with a verbal update on current operational matters including details on on-going high profile enquiries, recent crime detection successes and relevant legislative changes, particularly in relation to custody matters.

There followed an opportunity for Members to seek additional information with respect to a range of issues including the Scottish Policing Awards and the role of the Forensics Laboratory at Nelson Street in investigating recent high profile crimes.

The Board Resolved:

To note the update

NEW HEADQUARTERS PROJECT

14. **Councillor Al-Kowarri, Councillor Collie and Councillor Shepherd all declared an interest in this item by virtue of each of their membership of the Grampian Joint Fire & Rescue Board. Councillor Al-kowarri, Councillor Collie and Councillor Shepherd did not consider that the nature of each of their interest required any of them to withdraw from the meeting.**

Councillor Kevin Stewart declared an interest in this item by virtue of his substitute membership of the Grampian Joint Fire & Rescue Board. Cllr Stewart did not consider that the nature of his interest required him to withdraw from the meeting.

The Board had before it a report from the Chief Constable which provided an update with respect of site options and general progress in relation to developing the new Headquarters project and sought the Boards approval to close the project at this time.

The Director of Corporate Services introduced the report and advised that at present, none of the identified possible site options are available and no new appropriate sites have yet been identified. Given this situation, and the current position with respect to police budgets and potential changes to staff numbers and configuration of the Force, it is recommended that the project be closed at this time.

Ms Williams advised that officers will continue to any new potential sites and report to the Board should any new site become available.

The Convener noted that this outcome was extremely disappointing to all involved. He noted the effort and commitment of the project team towards this project and the regret that progress has not been made towards a new headquarters being available.

The Depute Clerk noted that, following the last Board meeting, she had written to the Grampian Joint Fire & Rescue Board to seek a joint meeting regarding a joint headquarters. Should the Board decide to close the project, she would write to it again to advise of this.

Councillor K Stewart noted his appreciation for the reasons behind closing the project but sought assurance from the Force that all available options will continue to be appraised. The Chief Constable provided this assurance and advised that the Force would revert to the Board in due course should any developments in this matter take place.

The Board Resolved:

To close the new Headquarters project at this time.

GRAMPIAN POLICE HOUSING STOCK

15. The Board had before it a report from the Chief Constable which updated Members on a recently reported Lands Tribunal Decision, *Cochrane v Grampian Joint Police Board*.

The Director of Corporate Services introduced the report and advised that the *Cochrane v Grampian Joint Police Board* Lands Tribunal decision was determined in favour of the Board.

The Board Resolved:

To note the report.

CAPITAL PLAN – PROVISION FOR ARMED POLICING

16. The Board had before it a report from the Chief Constable which outlined a requirement to make provision in the Force's 2010/11 Capital Plan for the purchase of enhanced weapons and equipment for issue to Grampian Police's Authorised Firearms Officers. The report further outlined the external drivers and operational need which necessitate this provision.

Assistant Chief Constable Colin Menzies introduced the report and provided a detailed explanation to Members of the external drivers and operational need for the purchase of enhanced weapons and equipment for issue to Grampian Police's Authorised Firearms Officers.

The Board Resolved:

To approve the provision for purchase of enhanced weapons and equipment in the Force's 2010/11 Capital Plan.

**COUNCILLOR M GREIG
CONVENOR**

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GRAMPIAN JOINT POLICE BOARD

BUDGET MEETING

Committee Room 2, Town House, Aberdeen, 21st January 2011 - Minute of Meeting of GRAMPIAN JOINT POLICE BOARD.

Present:-

- Councillor Greig, Convenor
- Councillor Hendry, Vice-Convenor
- Councillor Shepherd, Vice Convenor
- Councillor Bell
- Councillor Collie
- Councillor Dunbar
- Councillor Farquharson
- Councillor Hood (as substitute for Councillor Howie)
- Councillor Leadbitter (as substitute for Councillor McGillivray)
- Councillor Lonchay (as substitute for Councillor Al-Kowarri)
- Councillor Mair
- Councillor McKail
- Councillor Penny
- Councillor K Stewart
- Councillor Webster

In Attendance:-

- Mr Colin McKerracher, Chief Constable, Grampian Police
- Mr John McNab, Deputy Chief Constable, Grampian Police
- Mr Billy Gordon, Assistant Chief Constable, Grampian Police
- Mr Colin Menzies, Assistant Chief Constable, Grampian Police
- Ms Karen Williams, Director of Corporate Services, Grampian Police
- Mr Gary Craig, Depute Director of Corporate Services, Grampian Police
- Chief Inspector Nick Topping, Staff Officer, Grampian Police
- Mr Barry Jenkins, Treasurer
- Ms Karen Donnelly, Depute Clerk
- Ms Fiona Smith, Aberdeen City Council

CONVENERS INTRODUCTION

The Convener sought approval from the Board to add an item to the agenda. This would be considered in private session and would be a verbal update from the Depute Clerk with respect to the Grampian Police and Grampian Joint Police Board Best Value Audit and Inspection report which had been considered by the Accounts Commission

at its meeting on 20th January 2011. The Board agreed to this additional agenda item being added.

The Convener welcomed Assistant Chief Constable Billy Gordon to his first meeting of the Board following his promotion as a Temporary Assistant Chief Constable with Grampian Police.

APOLOGIES FOR ABSENCE

1. Apologies for absence were intimated on behalf of Councillor Al-Kowarri, Councillor Howie, Councillor McGillivray, Jane MacEachran, Clerk, Mr Ian Robbie, Henderson & Loggie and Ms Karlyn Watt, Henderson & Loggie.

MINUTE OF GJPB BUDGET MEETING HELD ON 22ND JANUARY 2010

2. The Board had before it for information the Minute of the Board Budget Meeting held on 22nd January 2010.

The Board Resolved:

To note the minute.

PROPOSED REVENUE AND CAPITAL BUDGETS – 2011/12

3. The Board had before them a joint report by the Chief Constable and the Treasurer, presenting the proposed Revenue and Capital Budgets for 2011/12 and requesting that the Board set requisitions on the Board's Constituent Authorities, in accordance with the Grampian Combined Police Area Amalgamation Scheme.

The Treasurer introduced the report and advised that the Deputy Director of Corporate Services would provide a presentation which would set out the report in detail to the Board.

The Deputy Director of Corporate Services gave a detailed presentation to the Board summarising the detail of the report. He advised that the Comprehensive Spending Review (CSR) Announcement had provided for a one year budget and outlined the headline figures of this. Further budgetary pressures were also outlined and the combined overall budget reduction, in real terms, was stated to be £5.6m or 6%.

The presentation outlined the projected savings in 2010/11 and provided further information with respect to an on-going voluntary redundancy scheme for Police Staff. Options for savings in 2011/12, including a reduction in overtime, continued recruitment freeze for Police Officers and Police Staff, renegotiation of contracts, estate savings and supplies and services savings were also outlined.

The presentation also provided details of previous, current and budgeted overtime spend, an update with respect to Force Reconfiguration and details of the Impact and consequences of the proposed budget. Finally, an update with respect to the Scottish Government Efficient Government programme and with respect of the Capital budget was provided.

The Chief Constable concluded the presentation of the report by noting that Grampian Police recognise the current challenges facing the public sector with respect to funding. The budget process for 2011/12 had been particularly difficult and the Chief Constable welcomed the input Board Members have had to it. Grampian Police remain committed to strengthening local policing wherever possible and the budget presented for approval seeks to do this.

The Convener thanked Mr Craig for providing such an informative presentation and thereafter invited questions from Board Members.

Councillor Webster noted that the issue of Police Officer time spent in court is one which is out with the direct control of the Force or the Board. However, Councillor Webster requested that the Board take any possible action to seek progress on this matter. The Chief Constable advised that the Scottish Policing Board is presently seeking to progress matters relating to the modernisation of the Scottish criminal justice process and the Local Criminal Justice Board is doing likewise.

The Board agreed to instruct the Depute Clerk to write to the Scottish Policing Board and to the Grampian Local Criminal Justice Board to urge both bodies to prioritise progress with respect to matters of modernisation of the criminal justice process.

Councillor Hood sought further information with respect to the impact of restructuring to take account of reductions in Police Officer and Police Staff numbers on the effectiveness of the Force. The Chief Constable advised that restructuring is on-going within the Force to ensure that all available staff resources are deployed within Local Policing Teams in order to best benefit local communities.

Councillor McKail noted that it is regretful that Police Officer and Police Staff numbers are declining and sought assurance that the impact of these decreases on communities would be minimised. The Chief Constable concurred with the disappointment expressed and noted that the impact can now be accurately stated at present. The strategy of Grampian Police will be to be as visible and as accessible in local communities as possible in order to minimise potential impacts on communities and ensure that the Force are as effective as possible in reassuring local communities.

Councillor Bell suggested that the Board should seek to ensure that all reserves are maintained in Grampian, through the return of reserves to constituent local authorities should this be necessary, in light of the potential restructuring of policing in Scotland. The Chief Constable noted that any change to the structure of policing in Scotland

would be unlikely to take place until 2013. As such, this is not an issue that requires to be addressed at present but will require to be resolved at the appropriate time.

Councillor K Stewart noted that the Board require to give detailed consideration to the development of a long term financial planning strategy to support on-going improvements in service levels and current Police Officer and Police Staff numbers.

The Depute Clerk advised that the Budget Working Group had previously been tasked with this role and that arrangements would be made in due course for this matter to be progressed.

Councillor Hendry requested further details with respect to proposed savings from changes in the use of Police Surgeons and with respect to the use of Regulation A19 in Grampian.

The Chief Constable advised that, at present, there was no need to the Force to consider use of Regulation 19 as the vast majority of Officers who have reached 30 years service have made known their plans for retirement. Should this position change then the Force will bring a report to the Board for consideration.

With respect to Police Surgeons, Assistant Chief Constable Colin Menzies advised that this matter has been under consideration for some time and negotiations are on-going with NHS Grampian regarding the transfer of the responsibility for medical care for custodies being transferred to it. However, it was also reported that this may not realise a saving for the Force as the existing funding allocation may be transferred to the NHS also.

Councillor Farquharson noted that the thorough budget process conducted was welcome. He requested further information with respect to the impact of major new developments on Grampian Police. The Chief Constable advised that these issues are highlighted for information only at this time. The impact of these on Grampian Police will not known until further progress is made on these issues.

The Convener questioned what impact any move to a Single Scottish Police Force would have for policing in Grampian. The Chief Constable advised, that in his view, such a change would require to ensure that local demand and need could be met, however the forecast savings being mentioned at present can only be achieved if a large decrease in Officer and Staff numbers is made and, as such, this may have an negative impact on policing in Grampian.

Councillor Hood noted that the 2010/11 Capital Budget is under spent and requested further information on the impact of this in 2011/12. The Deputy Director of Corporate Services advised that discussions were on-going regarding this with the three constituent local authorities and he was hopeful that this under spend would be returned to the Force by the local authorities on 1st April 2011 as has happened in previous years.

The Convener noted that no budget had been set aside for the Summit on Gypsy Travellers that the Board previously agreed should take place. The Depute Clerk advised that discussions had taken place with GREC who would be able to organise and facilitate this summit. It was noted that the summit would take place in the 2010/11 financial year and, as such, was not directly relevant to the budget being considered. It was agreed that a budget of up to £2,000 should be set aside for the Board for this summit and that the Board should ask GREC to progress the organisation of this event to be held in March 2011.

The Convener noted that an incredible amount of effort had been made by Grampian Police staff, the Treasurer and his staff and Board Members in preparing the 2011/12 budget and expressed his thanks to all who were involved. He noted that the budget presented ensured that the Force would continue to address the Board's priorities and welcomed the continued commitment of the Force to prioritising local policing.

The Board resolved:-

- (i) To approve the Revenue Budget for 2011/12;
- (ii) To approve the updated medium term policy on Reserves and Balances
- (iii) To approve the proposed Capital Budget for 2011/12 including some provisional sums pending further prioritisation and consideration of detailed submissions and business cases
- (iv) To approve the requisitions on the Board's Constituent Local Authorities, in accordance with the Grampian Combined Police Area Amalgamation Scheme.
- (v) To instruct the Clerk to write to the Scottish Policing Board and to the Grampian Local Criminal Justice Board to urge both bodies to prioritise progress with respect to matters of modernisation of the criminal justice process.
- (vi) To instruct the GJPB Budget Sub Group to give consideration to the development of a long term financial planning strategy for Grampian Police and to report back to the Board in due course.
- (vii) To approve a budget of up to £2,000 for the Summit on Gypsy Travellers in the North East from the 2010/11 budget and to agree that this Summit should take place in March 2011 and should be facilitated by GREC.

POLICE APPEALS TRIBUNAL

4. The Board had before it a report from the Clerk which advised the Board of an appeal to a Police Appeals Tribunal received and sought approval for the appointment of the Tribunal.

The Depute Clerk introduced the report and advised that, following receipt of an appeal to the Police Appeals Tribunal, the report outlined the procedural measures necessary in order to facilitate this process. The report detailed the Members identified as willing to sit on the Tribunal and sought the Board's approval of these appointments. In

addition, the Board require to formally appoint a Registrar and Depute Registrar for the Tribunal in order that necessary arrangements can be made.

The Board Resolved:-

- (i) To appoint the Clerk to the Board as Registrar to the Police Appeals Tribunal
- (ii) To appoint the Depute Clerk to the Board as the Depute Registrar to the Police Appeals Tribunal
- (iii) To appoint Councillor Martin Greig, Sir William Rae, Mr John Finnie and Mr Stuart Gale QC to this Police Appeals Tribunal.

EXEMPT INFORMATION

Prior to considering the remaining items of business the Board resolved that in terms of section 50 A (4) of the Local Government (Scotland) Act 1973 that the public be excluded from the meeting during the consideration on the items on the grounds that it was likely, in view of the nature of proceedings, that if members of the public were present during the consideration of these items that there would be a disclosure to them of exempt information as defined in paragraph 1 of part 1 of schedule 7 A of the said Act.

GRAMPIAN POLICE AND GRAMPIAN JOINT POLICE BOARD BEST VALUE AUDIT AND INSPECTION

5. The Depute Clerk provided a verbal report to Members regarding the Accounts Commission meeting during which it received a report from Audit Scotland and HMICS regarding the outcomes of the Grampian Police and Grampian Joint Police Board Best Value Audit and Inspection. The Depute Clerk advised that the findings of the Accounts Commission will be published in late February 2011 and that a full report will be brought to the Board in March 2011 outlining a proposed Action Plan for addressing the recommendations detailed in the report.

The Board Resolved:

To note the report.

COUNCILLOR M GREIG - Convenor

GRAMPIAN JOINT POLICE BOARD

COMPLAINTS SUB-COMMITTEE

ABERDEEN, Monday 7 June 2010 – Minute of meeting of **GRAMPIAN JOINT POLICE BOARD, COMPLAINTS SUB-COMMITTEE.**

Present:- Councillor Greig, Convenor, Councillor Hendry, Councillor McKail, Councillor Bell, Councillor Shepherd.

In Attendance:- Deputy Chief Constable John McNab, Superintendent Iain McGrory, Superintendent Colin Brown, Ms Karen Donnelly, Depute Clerk to the Board and Mrs J Anderson, Senior Solicitor, Aberdeen City Council, Paul Bullen, HMICS.

APOLOGIES FOR ABSENCE

1. Apologies for absence were intimated on behalf of Councillor Dunbar and Fiona Smith.

MINUTE OF PREVIOUS MEETING OF GJPB COMPLAINTS SUB-COMMITTEE OF 16th March 2010.

2. The Sub-Committee had before it and approved as a correct record, the Minute of meeting of the Grampian Joint Police Board Complaints Sub-Committee meeting of 16th March 2010.

The Sub Committee Resolved:

To approve the minute.

MATTERS ARISING

3. There were no matters arising.

QUARTERLY REPORT ADVISING NUMBER OF COMPLAINTS AGAINST THE POLICE - 1st January 2010 - 31st March 2010 and to provide a résumé for the year 1st April 2009 - 31st March 2010

4. Prior to Deputy Chief Constable McNab introducing the report, he introduced Superintendent Colin Brown who was to take up post as the Head of Professional Standards as of next week. Superintendent McGrory would be moving on to continue his work at a national level on potential changes to Police Complaints and Conduct Regulations with the Scottish Government.

The Convenor on behalf of the Sub-committee thanked Superintendent McGrory for his hard work and support whilst he has been attending the Complaints Sub-committee.

Deputy Chief Constable McNab introduced the report and advised that in respect of the volume of complaints received in the three month period from 1st January to 31st March 2010, there continues to be an upward trend. Table 1 detailed that 131 complaints were received by the Force and that this was an increase of 11 (or 9% on the same quarter in 2008/09 and an increase 16 or 14%) on the previous quarter.

Deputy Chief Constable McNab then went on to discuss how these complaint cases were broken down per division.

Deputy Chief Constable McNab advised that during 2009/2010, a different test was introduced in relation to deciding whether an allegation was upheld or not. Rather than considering whether misconduct had been established, the test is whether the service or behaviour could have been improved upon. This resulted in an increase in the number of allegations where action was taken. In this quarter, the action taken in the vast majority of incidents was advice. The three most common categories in order where advice was given were irregularity in procedure, neglect of duty and incivility.

In relation to quarter 4 of 2009/2010 service complaints had reduced significantly on both the previous quarter and the corresponding quarter with a total of 19 complaints about the Force. Deputy Chief Constable McNab noted that this was the lowest of the year.

Deputy Chief Constable McNab advised that during this quarter, 70 letters of appreciation had been recorded as being received by the Force. This is the identical number for the corresponding quarter in 2008/2009.

Deputy Chief Constable McNab then went on to discuss complaint case management and reiterated that the national target for completion of non-criminal and quality of service complaints is 56 days. He noted the aim is to achieve this 85% of the time. In this quarter, 64% of cases were concluded in 56 days and this compares with 59% in the previous quarter.

Deputy Chief Constable McNab noted that whilst there has been a further slight improvement in performance in relation to non-criminal and quality of service complaints, the Force requires to do better. The Head of Professional Standards continues to have discussions with senior colleagues and performance is also being monitored through Force tactical tasking and co-ordinating group.

During quarter 4, the Force is asked to provide the Police Complaints Commissioner for Scotland with papers related to two complaints cases. In the same period, PCCS published one case handling review.

Deputy Chief Constable McNab advised the Members that an online form had been available on the Force's website since 1st April 2010 and 18% of complaints received were made via this forum by email.

Councillor Greig welcomed Superintendent Brown to the Sub-committee and thanked Superintendent McGrory for his assistance in reporting to the Board.

Councillor Greig noted that it was disappointing that the Force is not reaching the target of 85% and queried whether there was any way the Force could improve this. Deputy Chief Constable McNab advised that the Force had set the target of 56 days which it has been unable to meet and recognises that this is attainable but is still quite challenging. Deputy Chief Constable McNab that there was a capacity in terms of releasing officers to deal with complaint handling and that is also dependent on the availability of the Officer and the complainer however he advised that he would continue to look at the timescale and review performance.

Councillor Greig noted the increase in complaint cases received during 2009/2010 and the fact that this had increased by 49 cases. Deputy Chief Constable McNab advised that Grampian Police allocated less serious complaints to first line Supervisors rather than specialist investigators from the Professional Standards Department. There is no doubt this has an adverse affect on the 56 days target given these supervisors have many other duties to attend to.

Members observed that the online form may well generate more complaints from vexatious or constant complainers.

Councillor McKail queried whether there was a reason for the difference in complaint numbers between the divisions? Deputy Chief Constable McNab advised that Aberdeenshire and Moray were obviously more rural in nature compared to Aberdeen which was policed by a higher number of Officers and as such there was nothing surprising in the fact that more complaints were made regarding Aberdeen Division.

Councillor Bell queried whether the Force was keeping statistics on the number of repeat complainers. Deputy Chief Constable McNab advised that the Force could provide separate information on this. In response to this Councillor Bell queried whether this would change the statistical reporting. Deputy Chief Constable McNab said that once a complaint was made it became one case. Additional cases would only be counted if fresh complaints were made and as such repeat complainers would only affect the numbers if they continue to make new complaints.

Councillor Hendy queried how complaints are recorded and whether the complainer's home address was part of the recording process? Deputy Chief Constable McNab advised that complaints are recorded against the Division where the incident took place, therefore the complainer's address did not influence the recording process.

Deputy Chief Constable McNab highlighted that for him one of the most important issues was the time taken to deal with complaints. He accepted that the 56 day target was challenging and the Force would continue to make efforts to improve.

The Sub Committee Resolved:

To note the report but requested that additional information was provided in the next report to show how quickly the Force acknowledges receipt of complaints.

EXEMPT INFORMATION

Prior to considering the remaining items of business the Board resolved that in terms of Section 50A (4) of the Local Government (Scotland) Act 1973 that the public be excluded from the meeting during the consideration on the items on the grounds that it was likely in view of the nature of proceedings that if members of the public were present during the consideration of these items that there would be a disclosure to them of exempt information as defined in paragraph 1 of part 1 of Schedule 7A of the said Act.

Report Providing a Résumé of Complaints against the Police which have been considered by the Police Complaints Commissioner for Scotland - quarter 1st January 2010 - 31st March 2010 (and other issues to be discussed in private)

5. The Sub-Committee had before it a report which noted one complaint handling review had been published by the Police Complaints Commissioner for Scotland (PCCS) since the last meeting.

Members discussed the case and the Force's response and one Member queried the systems used to record a call coming in to the contact centre. The Force accepted that the call could have been handled in a more appropriate way and the particular staff member involved had been given advice. .

The Sub-Committee resolved;-
Note the content of the report.

COUNCILLOR MARTIN GREIG - Convener

Agenda Item 6

GRAMPIAN JOINT POLICE BOARD

STEWARDSHIP SUB-COMMITTEE

ABERDEEN, Monday 7th June 2010 – Minute of meeting of **GRAMPIAN JOINT POLICE BOARD, STEWARDSHIP SUB-COMMITTEE.**

Present:- Councillor Greig, Convener, Councillor Collie, Councillor Hendry, Councillor Mair, Councillor Bell and Councillor Shepherd.

In Attendance:- Chief Superintendent Ewan Stewart, Grampian Police, Mr Gary Craig, Grampian Police, Ms Helen Christie, Grampian Police, Mr Iain Robbie, External Audit, Ms Janie Keddie, Internal Audit, Karen Donnelly, representing the Clerk, Mrs J Anderson, Aberdeen City Council.

APOLOGIES FOR ABSENCE

1. Apologies for absence were intimated on behalf of Deputy Chief Constable John McNab, Ms K Williams, Grampian Police, Paul McGinty, Internal Audit, Jane McEachran, Clerk and Fiona Smith, Aberdeen City Council.

MINUTE OF PREVIOUS MEETING OF THE GJPB STEWARDSHIP SUB-COMMITTEE OF 22ND MARCH 2010 AND 1ST APRIL 2010

2. The Sub-Committee had before it and approved as a correct record, the Minute of the previous Grampian Joint Police Board Sub-Committee meeting of 22nd March 2010 and 1st April 2010.

MATTERS ARISING

3. There were no matters arising.

CONTINUOUS IMPROVEMENT REPORT

4. The Sub Committee had before it a report by the Chief Constable that provided an update on the work of the Continuous Improvement Unit.

Chief Superintendant Stewart introduced the report and advised that the efficiency savings for 2009/2010 had been reached with a saving of £1,054,000.

Councillor Greig queried what the challenges were in meeting the efficiency savings? Chief Superintendant Stewart advised that the efficiency savings are going to become increasingly more challenging for the Force in the future and it continued to be challenging for Managers to try and find these savings. Mr Craig advised that year on year it is getting more difficult to achieve efficiency savings but there are good examples of things that have been done differently

and reviewing the current structures in the Force have meant that efficiencies have been provided without having to make cuts in the operational service. Mr Craig advised that the target for 2010/11 is approximately £5,000,000. He noted that the restructuring in Aberdeen Division would potentially go some way to make this saving and recognised that the ACPOS work streaming would go some way to having an impact on these efficiencies in Grampian. Ms Christie advised that in Aberdeenshire there have been huge savings in relation to officer time. However, she noted that the cash savings that have been made have not been substantial.

Councillor Hendy queried the custody facilities in Peterhead and the cost implications of transporting custodies to and from the Police station? Mr Craig advised that the physical space at Peterhead is an issue and the Force is still looking at sites for new Custody facilities within the site of the new headquarters and the new building.

Councillor Greig praised the work of the Continuous Improvement Unit in producing good outcomes and noted that the Force were to be commended in making such substantial saving.

HMICS THEMATIC UPDATE REPORT

5. The Sub-Committee had before it a report by the Chief Constable which provided an update on the progress of implementing previous internal and external recommendations. Chief Superintendent Stewart advised that there is one new action plan which relates to Attendance Management. This plan introduces five recommendations which are relevant to the Police. Chief Superintendent Stewart advised that the Force acknowledges two of these recommendations and is progressing with these nationally. In terms of the remaining three recommendations, the Force is already compliant with these.

Chief Superintendent Stewart then went on to talk to the summary at chapter two of the report and took questions from Members on relevant sections. Mr Craig highlighted that the Board had previously asked for a report to come back to it on the costs of providing Police Surgeons and advised that this would be done in due course.

The Sub-Committee resolved:

To consider and approve the content of the report.

REPORT ON THE GJPB SINGLE EQUALITY SCHEME AND ANNUAL REPORT

6. The Sub-Committee had before it a report by the Depute Clerk which updated Members on the Disability, Gender and Race Annual Report and on the draft Single Equality Scheme. The Depute Clerk advised that the annual report was a combined report considering the requirements under the three existing Equality Schemes in terms of the Board's obligation to publish an annual report which monitors work being undertaken by the Board to meet its duties under Equalities Legislation.

In addition, the Depute Clerk advised that her office had prepared a draft Single Equality Scheme which was attached for Members consideration and that it was the Depute Clerk's intention that the Scheme will be issued shortly for consultation to various community and diversity groups and will be submitted to the next Board meeting on 2nd July for approval.

The Sub-Committee resolved to:

1. Approve the draft Annual Report
2. Instruct the Depute Clerk to issue the SES to appropriate community and diversity groups for comment, and
3. Instruct the Depute Clerk to submit the final version of Annual Report and SES to the Board on 2 July 2010 for approval.

INDICATIVE INTERNAL AUDIT PLAN 2010/2011

7. The Sub-Committee had before it a report from the Internal Auditor which updated Members on the discussions relating to the Internal Audit Plan for 2010/11 and the accompanying indicative plan for the year. Ms Keddie advised that the draft Internal Audit Plan for 2010/11 is currently under discussion with Force Management. A number of potential areas for review have been indentified having taken into account relevant factors such as other sources of assurance including HMIC coverage, the Forces Risk Register and other Force developments as well as having regard to the balance of coverage of internal audit in previous years. Ms Kiddie advised that these are to be finalised to the Force Executive Board in the near future. There was a brief discussion with Members with respect to Absent Management and what this included and Ms Keddie advised that Deloitte and the Force have yet to consider the scope of the piece of work with regard to Absent Management.

The Sub-Committee resolved:

To consider and note the information provided in the report.

INTERNAL AUDIT FINAL REPORT

8. The Sub-committee had before it a report by the Internal Auditor which presented the results of the Internal Audit Review which followed up on the implementations status of recommendations raised in 2008/09. Ms Kiddie advised that some of the cut off dates in the report were scheduled after the previous sub-committee meeting and have now become fully implemented.

Members went through each recommendation and raised questions which were answered by Ms Keddie, Mr Craig and Chief Superintendant Stewart.

The Sub-Committee resolved:

To consider and approve the report.

At 4.03pm Councillor Bell left the meeting.

INTERNAL AUDIT STATUS UPDATE

9. The Sub-committee had before it a report from the Internal Auditor which provided an overview of the current status of Internal Audit Reviews which formed part of the 2009/10 programme. Ms Keddie explained that the review of Records Management was cancelled at Management request as the Force did not feel it was best value to go over something that the Force already has in place.

The Sub-Committee resolved;

To note the information provided in the paper.

FINANCIAL STATEMENTS AUDIT PLAN FOR 2009/10

15. The Sub-Committee had before it a report from the External Auditor which provided the Board with a clear understanding of the Auditors approach to the Audit of financial statements for the year ended 31st March 2010 and provide an update of the Auditors Interim Audit work to date. Mr Robbie advised the target date for the statement is the end of August although they are still to undertake work on internal audit files. Mr Robbie advised there is a requirement in terms of the financial accounts to have a discussion with those individuals who have governance role regarding the end of year accounts. He advised that the Board proceed along the same plan as last year, in that a report would need to come to the Committee and be signed off by the end of August. He advised it might be helpful to schedule a working group at the end of August to consider the accounts which could then be signed off by the Convener and Force Executive prior to the deadline.

The Sub-Committee resolved:

To note the Report.

EXEMPT INFORMATION

Prior to considering the remaining items of business the Board resolved that in terms of Section 50A (4) of the Local Government (Scotland) Act 1973 that the public be excluded from the meeting during the consideration on the items on the grounds that it was likely in view of the nature of proceedings that if members of the public were present during the consideration of these items that there would be a disclosure to them of exempt information as defined in paragraph 1 of part 1 of Schedule 7A of the said Act.

ACTION PLAN UPDATE - AUDIT RECOMMENDATIONS

10. The Sub-Committee had before it a report by Chief Constable which provided an update on the progress of implementing previous internal and external audit recommendations. Mr Craig introduced the Report and suggested that the report should have been designated in as a public paper not a private

paper albeit the paper had been designated by the Chief Constable as a private report.

Mr Craig advised that Appendix A showed a summary of the total number of outstanding reports and recommendations and the level of implementation to date and Appendix B detailed the outstanding audit recommendations and their current status.

The Sub-Committee resolved:

To note the progress made to date on audit reports.

REVIEW OF FORCE PRIORITY OBJECTIVES 2009/2010

11. The Force had before it a report by the Chief Constable which provided Members with an update on Force priorities in 2009/10.

Chief Superintendent Stewart spoke to the report and summarised the priorities outlined in paragraph 2.

The Sub Committee resolved:

To note the document and agree that the objectives are reported to the sub-committee on a quarterly basis.

TACKLING INEFFICIENCIES WITH THE CRIMINAL JUSTICE SYSTEM

12. The Sub-Committee had before a report by the Chief Constable which provided information to Members regarding the measures being taken to streamline and improve efficiencies within the Criminal Justice System both nationally and locally following a request for a situation report from the Convener. Members noted it was good to see the report and it was queried how cooperative the Grampian Criminal Justice Board was being with the initiative? Chief Superintendent Stewart advised that he would bring something to the full Board on this.

The Sub Committee resolved:

To note the content of the report

DEBTOR WRITE OFFS IN 2010/2011

13. The Sub-Committee had before it a report detailing the invoices which have been raised by the Force but have been subsequently written off with approval of the Deputy Director of Corporate Services. Mr Craig advised that he would be reviewing how these debts are written off and the process behind that and would be reporting back to the Board on his findings.

The Sub Committee resolved:

To note the report.

FULL RISK REGISTER 2010/11

14. The Sub-committee had before it a report from the Chief Constable providing Members with the full Risk Register for 2010/11. Chief Superintendent Stewart advised that the Risk Register is completed annually and identifies all risks identified with the business area plans both from Force priorities and local challenges projects risks and emerging issues. Superintendent Stewart that the Risk Register will be submitted to the Full Board for information.

The Sub Committee resolved:

16. AOCB

There was no other competent business.

COUNCILLOR MARTIN GREIG – Convener

GRAMPIAN JOINT POLICE BOARD
BOARD BUSINESS STATEMENT – 4TH MARCH 2011

Number	Minute Reference	Board Decision	Update	Responsible Officer	Date to be Completed	Complete
09/18	6 th November 2009 – Item 12	To note that the Internal Audit Report on the Clerking Function and associated staffing resource issues will be brought before the Board for consideration.	Internal Auditors have commenced review Outcome of Audit awaited (02/09/10)	Clerk	Spring 2010	
10/07	2 nd July 2010 – Item 21	To instruct the Clerk, in consultation with the Convener and Vice Conveners, to commence early discussions with the Chief Constable and other Members of the Force Executive with a view to agreeing how the PDR scheme should be applied in the future and to submit an update report to the Board on 10 th September 2010 and to instruct the Clerk to write to the Home Secretary, Scottish Government and PNB in relation to the PDR Scheme	The issue is the subject of discussion at various levels nationally. A verbal update will be provided to the Board. (04/11/10) An update report will be provided to the Board Meeting on 20 th May 2011 (24/02/11)	Clerk	May 2011	
10/08	10 th September 2010 – Item 4	To instruct the Clerk to revert to a future Board meeting with proposed arrangements for a Summit on Gypsy Travellers in the North East.	The Convener has requested that an external organisation be asked to arrange this seminar – a verbal update will be provided (04/11/10)	Clerk	Spring 2011	

10/09	12 th November 2010 – Item 10	To note that the Chief Constable will bring a report to a future meeting of the Board with respect to the policing of the North Sea	Following agreement from the Board on 21 st January 2011, GREC have been engaged to progress arrangements for this summit. An update report is on the agenda. (24/02/11)	Chief Constable		
10/10	12 th November 2010 – Item 11	On-going Board Development: To prepare development plans and a training programme for agreement by the Board, to arrange a programme of briefing sessions for the conclusion of every second Board meeting and to develop a Handbook for Board Members.	The Board Development Working Group had a initial, informal meeting on 2 nd February 2011 and will hold its first formal meeting just prior to the Board Meeting on 4 th March 2011. Regular updates on the work of the Working Group will be provided to the Board (24/02/11)	Depute Clerk / Board Development Working Group	Early 2012	
10/11	12 th November 2010 – Item 11	To establish a Working Group to oversee and inform the on-going development work in respect of the Board and to appoint Councillors Greig, Hendry, K Stewart and McKail to this Working Group along with a Member from Moray Council to be identified.	The Board Development Working Group has been established. It held an initial, informal meeting on 2 nd February 2011. A timetable of meetings will be agreed by the Working Group at its meeting on 4 th March 2011. A Member from Moray Council is yet to	Depute Clerk	March 2011	Complete

11/01	21 st January 2011 – Item 3	To instruct the Clerk to write to the Scottish Policing Board and to the Grampian Local Criminal Justice Board to urge both bodies to prioritise progress with respect to matters of modernisation of the criminal justice process.	be identified to participate in this Working Group (24/02/11)	Depute Clerk	March 2011	
11/02	21 st January 2011 – Item 4	To instruct the GJPB Budget Sub Group to give consideration to the development of a long term financial planning strategy for Grampian Police and to report back to the Board in due course.	A letter regarding this topic was sent to the Scottish Policing Board and to the Grampian Local Criminal Justice Board on 24 th February 2011. A response is awaited from both Boards (24/02/11).	Depute Clerk / Treasurer / Force / Budget Sub Group	End 2011	
			A meeting of the GJPB Budget Sub Group is to be arranged to take place at the start of the 2011/12 financial year in order that this matter can be progressed (24/02/11).			

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Keeping our communities safe

COMMITTEE: GRAMPIAN JOINT POLICE BOARD

DATE: 4 March 2011

TITLE OF REPORT: Revenue Expenditure Monitoring Statement

REPORT NUMBER «ReportNumber»

1. PURPOSE OF REPORT

To present to the Board for its consideration a 2010-11 Revenue Expenditure Monitoring Statement for the period to 31 January 2011. As the March meeting is held early in the month, the February out-turn information is not yet available.

2. RECOMMENDATION(S)

To consider and note the contents of the report.

3. FINANCIAL IMPLICATIONS

The monitoring statement provides a breakdown of the Force's annual revenue expenditure and associated funding. It outlines the overall budget for the financial year, actual spend to 31 January 2011, and the projected out-turn up to 31 March 2011. The variance identified shows any projected under/overspend comparing the estimated out-turn with the approved budget.

The Force is currently projecting an underspend of approximately £1.707m for the financial year 2010-11, against an approved net revenue budget of £115.663m. This would result in an increase in the Force's General Fund balance by £1.707m, taking the total up to £3.282m.

Given the potential reduction to Police funding in future years, the Force is aiming to maximise savings in the current financial year in order to reduce the financial burden in 2011-12 and beyond.

4. SERVICE & COMMUNITY IMPACT

The majority of the savings are as a direct result of reduced recruitment. The impact on service delivery, both to the communities of the North East in terms of operational effectiveness and to internal customers in terms of Corporate Services, is being monitored via the Scottish Policing Performance Framework (SPPF).

5. OTHER IMPLICATIONS

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6. REPORT

Pay Costs

The projected Police Officer pay costs are continuing to reduce as Police Officers leave or retire from the Force and are not replaced. It is currently anticipated that Police Officer numbers will now reduce to around 1,563 by the end of March 2011. If this figure reduces further or higher ranked Police Officers continue to retire at a similar rate, then further savings will accrue.

The total underspend against the Police Officer pay budget (excluding SPP, allowances, National Insurance and pension costs, etc) is approximately £632,000. The table below shows a breakdown of those savings against the different elements of the Police Officer pay budget.

	Budget Saving
Retirals	£300,000
Leavers	£107,000
New Starts	£178,000
Career Breaks, Sick/Maternity Leave etc.	£47,000
Total	£632,000

The Force is also generating further savings against the Police Overtime budget. The budget for the Central Overtime Reserve (£131,000) has not been utilised, as Business Areas continue to accommodate all of the overtime spend within their devolved budgets. However, the occurrence of a major or critical incident between now and the end of March may adversely affect this situation.

The projected pay costs for Police Staff are continuing to reduce as more staff leave the Force. Provision has been made for the costs of the Voluntary Redundancy Scheme (VRS), which has been funded from savings that have been generated through the on-going recruitment freeze and deletion of vacant Police Staff posts across the Force.

It is anticipated that the redundancy costs will amount to approximately £1m and that the capitalised pension benefits will be £1.4m. Whilst the Force is required to account for the entire pension cost this financial year, in terms of cash flow, the Force will pay approximately £600,000 in lump sum values (referred to as a Strain on the Pension Fund) and thereafter pay an equivalent amount of £37,000 every year to support the enhanced pension benefits (Compensatory Added Years). The estimated savings year on year should amount to approximately £2m, which will be necessary for reducing the financial burden for 2011-12 and beyond.

The reduction in Police Staff numbers is likely to have some impact upon Business Areas' operational and support capacity. Consequently where a post is considered to be business critical, then the Force will redeploy or transfer staff from other areas.

Other Costs

The Force is continuing to make savings against a number of budgets within the expenditure category headed supplies and services. As well as generating efficiency savings through new and on-going procurement initiatives, the Force has focussed on reducing attendance at conferences. The decision to limit recruitment of new Police Officers and Police Staff has resulted in a significant reduction in training costs. Over the longer term, the Force will be seeking to further develop shared services or collaborative opportunities with national and local partners.

The Force's contribution towards national policing projects is being monitored closely, in the lead up to the end of the financial year. The budgeted contribution is based upon a percentage (9.82%) of total spend by all Forces on these national projects (approximately £8m), although this includes the cost of Police Officers and Staff seconded to the projects. It is currently anticipated that the Force will incur employee costs of approximately £325,000 for those Officers and Staff seconded to the national projects, and contribute a cash balance of £402,000 towards the remaining share of expenditure. However, any slippage in the programme of work will result in a reduction in the cash balance to be paid by the Force at the year end.

Income

The Scottish Government has recently agreed to provide a specific grant in the current financial year for an amount of £407,000 to provide for the cost of ill health benefits paid to retired Police Officers. These costs are met from the Force's operating budget, rather than from the newly created Police Officer Pension Account, consequently the award of the grant ensures that the new regime remains cost neutral. The Scottish Government plan to include this sum as part of the core funding (Police Grant and Constituent Authority requisition) within 2011-12 and beyond, consequently the estimated figures have been included within the recently published Local Government Finance Circular 14/2010.

Reserves

The Board previously agreed a minimum balance on the General Fund, such that it should exceed 1% of total funding, to ensure that there were resources available to meet any significant unplanned operational need, especially in light of the nature and types of risks faced by the Force. Based on the position for 2010-11 outlined above, the balance on the General Fund would rise to £3.282m.

The current forecast position on reserves is as follows:

2010-11	General Fund
	£ million
Opening balance (subject to audit)	1.575
Projected underspend	1.707
Projected closing balance	3.282
Minimum Balance	1.152

The Scottish Government has agreed to revise the carry forward limits associated with revenue underspends in any given financial year, as well as maximum balances on the General Fund. In any given year, the Force will be able to carry forward up to 4% of its core funding (a rise of 1%), and be able to hold balances on its General Fund up to 8% of its core funding (a rise of 3%).

This will allow some Police Forces to increase their reserves without breaching the agreed limits. However, with the projected underspend of £1.707m this financial year, this Force will not breach the permitted maximum of £3.768m, nor the cumulative General Fund limit of £7.536m (projected closing balance of £3.282m).

7. REPORT AUTHOR DETAILS

Gary Craig, Deputy Director of Corporate Services
gary.craig@grampian.pnn.police.uk
Tel: 01224 305222

8. BACKGROUND PAPERS

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Chief Constable
«Date»

Treasurer
«Date»



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Keeping our communities safe

COMMITTEE: GRAMPIAN JOINT POLICE BOARD
DATE: 4 March 2011
TITLE OF REPORT: Capital Monitoring Report
REPORT NUMBER «ReportNumber»

1. PURPOSE OF REPORT

To update the Board on the progress of the 2010-11 Capital Plan, provide an updated projected out-turn for the year, and highlight any changes since the last Board.

2. RECOMMENDATION(S)

The Board is requested to:

- consider and note the contents of the report;
- and approve the carry forward of £1.234m of Capital Grant from 2010-11 into 2011-12, by the Constituent Authorities.

3. FINANCIAL IMPLICATIONS

The Capital Plan sets out the Force's proposed investment in capital assets for the current and subsequent 3 financial years. The approved budget for 2010-11 amounts to £3.026m, and is funded by way of capital grant, capital receipts and revenue financing.

The Capital Plan is overseen by the Force's Programme Board, with any minor adjustments being reflected in a transfer from or to the Unallocated Capital Funds.

4. SERVICE & COMMUNITY IMPACT

It is important that the Force continues to invest in its infrastructure and systems in order that it can enhance the operational capacity and generate efficiencies for front line policing.

5. OTHER IMPLICATIONS

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6. REPORT

The total approved budget amounts to £3.026m. The projected out-turn for the current financial year is £2.947m and the actual spend up to 31 January 2011 is £482,000.

The removal of the budget for the new Force Headquarters in the current financial year has had a significant impact upon the Capital Plan and as a result the Board recently agreed to carry forward £1.134m of Capital Grant funding from 2010-11 into 2011-12.

The Force is unable to hold any unspent Capital Grant at the end of a financial year. The Scottish Government suggested that the most appropriate mechanism for dealing with this situation is for the Constituent Authorities to be refunded with a share of the Capital Grant this financial year and to re-issue an equivalent amount in 2011-12.

In recent months the Force has endeavoured to progress a small number of new capital projects in order to utilise the remaining balance of the Unallocated Capital Funds. It is unlikely that this balance will be expended, although these projects may commence later in 2011-12.

In order to ensure that the Force adheres to the grant funding rules, it is recommended that the Force increases by £100,000 the amount of Grant Funding that needs to be carried forward. This will allow for the balance on the Unallocated Capital Funds (£79,000) to be carried forward from 2010-11 into 2011-12, as well as provide for a small element (£21,000) of slippage against any of the main construction projects. Discussions are on-going with representatives from the Constituent Authorities, in order to progress the matter.

The total amount of Grant Funding that would be carried forward would rise from £1.134m to £1.234m. Consequently, the level of Capital Grant provided to the Force in 2010-11 would reduce from £3.857m to £2.623m, and for 2011-12 it would rise from £2.404m to £3.638m.

As in previous financial years, a considerable element of spend is incurred during the last 2 months of the financial year, as projects near completion, or goods are delivered that meet with tender specifications. Although the actual expenditure to date is relatively low (£482,000) it is still anticipated that the cost of capital goods and services purchased will be in line with the total projected out-turn of £2.947m.

Any increase in the level of capital spend for 2010-11 (beyond the £2.947m now projected) in the lead up to the end of this financial year, will be funded through the use of capital receipts.

Work is also progressing on the National Performance Platform Project. The budget for the current financial year is £487,000, and spend will be funded from the Capital Grant carried forward from 2009-10. The profile of spend is included within Appendix C.

7. REPORT AUTHOR DETAILS

Gary Craig, Deputy Director of Corporate Services
gary.craig@grampian.pnn.police.uk
Tel: 01224 305222

8. BACKGROUND PAPERS

-

Chief Constable
«Date»

Treasurer
«Date»

GRAMPIAN POLICE
Budget Monitoring Report - Expenditure up to 31 January 2011

		<i>Grampian Police Summary</i>		<i>Estimated</i>	<i>Variance</i>	<i>Out-turn as a</i>
		<i>Approved</i>	<i>Expenditure to</i>	<i>Out-turn</i>	<i>(Under)/</i>	<i>% of Budget</i>
		<i>Budget</i>	<i>31-Jan-11</i>	<i>As At</i>	<i>Over/Under</i>	
		<i>£</i>	<i>£</i>	<i>31-Jan-11</i>	<i>As At</i>	
				<i>£</i>	<i>31-Jan-11</i>	
					<i>£</i>	
EMPLOYEE COSTS						
Police Officers						
	Pay	54,735,056	45,013,012	54,103,186	(631,870)	99%
	CRTP/Bonus/SPP	1,536,242	1,232,900	1,349,316	(186,926)	88%
	TRA and Housing	2,053,485	1,605,810	2,099,779	46,294	102%
	Other Allowances	124,691	84,748	104,791	(19,900)	84%
	National Insurance	5,164,724	4,026,385	5,052,340	(112,384)	98%
	Notional Pension Costs	13,555,254	11,287,113	13,556,924	1,670	100%
	Injury Pension Costs	400,000	328,001	393,600	(6,400)	98%
	Ill Health Awards	384,961	322,089	384,961	0	100%
	Sub-total	77,954,413	63,900,058	77,044,897	(909,516)	99%
	Overtime	3,191,099	1,953,633	2,895,335	(295,764)	91%
	Total Police Officers' Costs	81,145,512	65,853,691	79,940,232	(1,205,280)	99%
Police Staff						
	Pay	16,328,543	12,719,353	16,348,357	19,814	100%
	Allowances	1,565,050	1,250,663	1,517,701	(47,349)	97%
	National Insurance	1,179,932	979,415	1,177,427	(2,505)	100%
	Superannuation	4,241,332	2,464,693	4,303,280	61,948	101%
	Sub-total	23,314,857	17,414,124	23,346,765	31,908	100%
	Overtime	259,371	133,084	198,906	(60,465)	77%
	Total Police Staff Costs	23,574,228	17,547,208	23,545,671	(28,557)	100%
Other Staff Costs						
	Recruitment (incl Relocation)	69,400	63,328	76,085	6,685	110%
	Other	13,500	7,788	12,920	(580)	96%
	Sub-total	82,900	71,116	89,005	6,105	107%
	Total Employee Costs	104,802,640	83,472,015	103,574,908	(1,227,732)	99%
OPERATING COSTS						
Property Costs						
	Rent	866,257	485,664	858,712	(7,545)	99%
	Rates	1,460,650	1,370,387	1,463,259	2,609	100%
	Insurance	20,530	20,242	20,925	395	102%
	Repairs and Maintenance	612,968	445,434	612,015	(953)	100%
	Repairs and Maintenance - Devolved	22,522	18,342	26,822	4,300	119%
	Heating, Lighting and Cleaning	1,022,748	855,174	1,021,476	(1,272)	100%
	Sub-total	4,005,675	3,195,243	4,003,209	(2,466)	100%
Transport and Plant Costs						
	Repairs and Maintenance	260,200	223,848	263,650	3,450	101%
	Petrol and Diesel Fuel	806,973	638,155	807,452	479	100%
	Licences and Insurances	308,400	311,003	318,000	9,600	103%
	Car Hire	251,209	201,071	245,121	(6,088)	98%
	Travel and Subsistence	535,751	332,269	511,711	(24,040)	96%
	Sub-total	2,162,533	1,706,346	2,145,934	(16,599)	99%
Supplies and Services Costs						
	Operational Equipment and Materials	601,437	401,048	581,063	(20,374)	97%
	Operational Supplies and Services	2,840,955	1,966,153	2,864,023	23,068	101%
	Uniforms and Clothing	290,383	213,355	275,209	(15,174)	95%
	Computer Maintenance and Software	1,311,337	980,477	1,330,991	19,654	101%
	Computer Network and Telephony	734,819	522,832	704,241	(30,578)	96%
	Radio Communications	5,000	5,211	6,000	1,000	120%
	Catering	150,865	124,111	145,134	(5,731)	96%
	Conferences and Training	451,586	191,096	327,585	(124,001)	73%
	Printing, Stationery and Postages	525,378	351,165	453,048	(72,330)	86%
	Insurances	395,100	401,723	405,649	10,549	103%
	Advertising	66,220	48,533	72,025	5,805	109%
	Other Administrative Costs	332,171	155,106	326,587	(5,584)	98%
	Sub-total	7,705,251	5,360,810	7,491,555	(213,696)	97%

GRAMPIAN POLICE
Budget Monitoring Report - Expenditure up to 31 January 2011

		<i>Grampian Police Summary</i>		<i>Estimated</i>	<i>Variance</i>	<i>Out-turn as a</i>
		<i>Approved</i>	<i>Expenditure to</i>	<i>Out-turn</i>	<i>(Under)/</i>	<i>% of Budget</i>
		<i>Budget</i>	<i>31-Jan-11</i>	<i>As At</i>	<i>Overspend</i>	
		<i>£</i>	<i>£</i>	<i>31-Jan-11</i>	<i>As At</i>	
				<i>£</i>	<i>31-Jan-11</i>	
					<i>£</i>	
Payments to Agencies and Other Bodies						
	Council Support Services	286,500	140,756	286,500	0	100%
	Other Agencies	902,505	313,270	914,248	11,743	101%
	Sub-total	1,189,005	454,026	1,200,748	11,743	101%
Financing Costs						
	Capital Financed from Current Revenue	0	0	0	0	0%
	Supported Loan Charges	1,410,266	847,062	1,410,266	0	0%
	Prudential Borrowing	0	0	0	0	0%
	Sub-total	1,410,266	847,062	1,410,266	0	100%
Contingency Costs						
		0	0	0	0	0%
	Total Operating Costs	16,472,730	11,563,487	16,251,712	(221,018)	99%
	Gross Expenditure	121,275,370	95,035,502	119,826,620	(1,448,750)	99%
INCOME						
	Recharges for Services	(1,155,309)	(861,479)	(1,119,416)	35,893	97%
	Seconded Recoveries	(1,546,752)	(1,253,424)	(1,569,506)	(22,754)	101%
	Sales, Fees and Lost Property	(393,107)	(412,542)	(452,733)	(59,626)	115%
	Sponsorship	(18,000)	(21,018)	(22,000)	(4,000)	122%
	Rents	(813,275)	(858,721)	(864,844)	(51,569)	106%
	Partnership Income	(1,050,088)	(698,223)	(991,323)	58,765	94%
	Non SG Funding	(564,055)	(716,557)	(722,283)	(158,228)	128%
	Other Income	(72,000)	(51,283)	(81,080)	(9,080)	113%
	Total Income	(5,612,586)	(4,873,247)	(5,823,185)	(210,599)	104%
	Total Net Expenditure	115,662,784	90,162,255	114,003,435	(1,659,349)	99%
FINANCED BY -						
Grant Funding						
	SG Police Grant	(48,042,000)	(39,034,130)	(48,042,000)	0	100%
	LA Requisitions	(45,841,000)	(38,200,800)	(45,841,000)	0	100%
	SG Loan Charge Support	(719,236)	(584,390)	(719,236)	0	100%
	LA Loan Charge Support	(691,030)	(575,760)	(691,030)	0	100%
	SG Specific Grant (100% Funded)	(20,314,382)	(13,034,920)	(20,360,046)	(45,664)	100%
	SG Specific Grant (Part Funded)	(55,136)	(57,145)	(57,145)	(2,009)	104%
	Other Grant	0	0	0	0	0%
		(115,662,784)	(91,487,145)	(115,710,457)	(47,673)	100%
	Total (Under)/Overspend Against Grant Funding	0	(1,324,890)	(1,707,022)	(1,707,022)	

GRAMPIAN POLICE
Budget Monitoring Report - Expenditure up to 31 January 2011

	<i>Grampian Police Summary</i>		<i>Estimated</i>	<i>Variance</i>	<i>Out-turn as a</i>
	<i>Approved</i>	<i>Expenditure to</i>	<i>Out-turn</i>	<i>(Under)/</i>	<i>% of Budget</i>
	<i>Budget</i>	<i>31-Jan-11</i>	<i>As At</i>	<i>Overspend</i>	
	<i>£</i>	<i>£</i>	<i>31-Jan-11</i>	<i>As At</i>	
			<i>£</i>	<i>31-Jan-11</i>	
				<i>£</i>	
CRTP - Competency Related Threshold Payment					
SPP - Special Priority Payment					
TRA - Transitional Rent Allowance					
SG - Scottish Government					
LA - Local Authority					
SCDEA - Scottish Crime and Drug Enforcement Agency					
Other Staff Costs include the following items:					
Interview Expenses					
Recruitment Costs					
Transfer Allowances and Relocation Expenses					
Staff Advertising					
Long Service Awards					
Operational Equipment and Materials includes the following items:					
Ammunition and Firearms					
Animals (Food and Equipment)					
Equipment Purchase					
Equipment Repairs and Maintenance					
Furniture Purchase					
Intoximeters					
Materials General					
Medical Supplies (including First Aid)					
Operational Supplies and Services includes the following items:					
Airwave Maintenance					
Body Removal					
Car Care Kits					
Central Archive Facilities					
Consultancy Fees					
Interpreters					
Mortuary Charges					
Police Surgeon Fees					
Prisoner Maintenance					
Service General					
Other Administrative Costs includes the following items:					
Affiliation Fees					
Audit Fees					
Bank Charges					
Confidential Waste Disposal					
Data Protection Registration					
Hospitality					
Legal Expenses					
Members Allowance					
Subscriptions - General					
Other Income includes the following items:					
Miscellaneous Interest Received					

GRAMPIAN POLICE													
CAPITAL EXPENDITURE MONITORING STATEMENT - to 31st January 2011													
Line	Project Description	Divisions / Dept.	Finance Project No	Total project cost	Prior years spend	Revised Budget <->	Projected Outturn <->	Actual Spend Jan-11	Variance Spend <->	Estimated Budget 2011-12	Estimated Budget 2012-13	Estimated Budget 2013-14	Comments
				£000s	£000s	2010-11	2010-11	£000s	£000s	£000s	£000s	£000s	
A	Recurring Items												
1	Disability Discrimination Act (DDA) / Minor Building Work	Facilities	GC90971	n/a	n/a	205	205	53	0	100	100	100	Total additional budget £105k allocated for building works at various stations.
2	Asset Refreshment for Computers, Printers & Servers	SPSA	GC90870	n/a	n/a	230	230	93	0	245	250	250	Expenditure funded by Scottish Police Services Authority Specific Grant.
(i)	- SPSA	CMBM	GC90871	n/a	n/a	27	27	8	0	20	20	20	Additional budget £12k for purchase of forensic computing equipment approved by Force Executives.
(ii)	- Force Funded												
3	Annual Vehicle Replacement	SPSA	GC90870	n/a	n/a	10	10	10	0	900	900	900	Replacement of a vehicle funded by Scottish Police Services Authority Specific Grant.
(i)	- SPSA	Transport	GC95501	n/a	n/a	764	764	1/8	0				Additional budget £59k for purchase of new vehicles approved by Force Executives.
(ii)	- Force Funded												
B	Existing Commitments												
4	Single Point of Contact (Spoc) Software	CMBM	GC98199	34	0	34	34	1/8	0				IT software purchased by SPSA and system implemented, awaiting for consultancy fee.
5	ON-GOING COMMITMENTS												
C	Discrete Items of Expenditure												
6	Shared Services Project at Whitehill (New Build)	Facilities	GC96601	512	0	512	512	8	0				Project complete and awaiting invoice.
7	Money Child Protection Unit (New Build)	Facilities	GC98190	590	0	247	247	131	0	343			Project underway and will be completed in May / Jun 2011.
8	Custody Refreshment - Model 2	Facilities	GC98202	218	0	218	218	0	0				New project recently approved by Force Executive in Dec 2010.
9	Tonry Police Station Refreshment	Facilities	GC90111	55	0	55	55	0	0				Budget removed due to the electricity supply not capable to cope with additional air-conditioners.
10	Police Headquarters - Air Conditioning Works	Facilities	GC97401	0	0	0	0	0	0				Installation complete and awaiting SPSA invoice.
11	Call Recording	OP &S	GC98188	64	0	64	64	0	0				Purchase of new equipment approved by Programme Board in May 2010.
12	Digital Recording	CMBM	GC98187	150	0	150	150	0	0				Equipment arrived in Oct 2010 and awaiting invoice.
13	ANPR Equipment	CMBM	GC90881	10	0	10	10	2	0				Replacement of existing equipment, cost will be fully funded by NESCAVP partnership.
14	ANPR Equipment	OP &S	GC98203	22	0	22	22	20	0				Work in progress.
15	NESCAVP Equipment	NESCAVP	GC92821	20	0	20	20	19	0				Budget required to upgrade Crimelife as part of the system compliance.
16	Community Security Policy (CSP) Work	Prof Standard	GC98121	36	0	36	36	0	0				Upgrade on national criminlife system, cost will be fully funded by Scottish Government.
17	Crimelife Development	ICT	GC94451	21	0	21	21	0	0				Budget approved by Force Executives for purchase of new body armours.
18	National Crimelife Development	ICT	GC90811	35	0	35	35	0	0				Budget approved by Force Executives for purchase of new firearms equipment.
19	Body Armours	OP &S	GC90490	40	0	40	40	0	0				Budget recently approved by Force Executives in Dec 2010.
20	Firearms Equipment	OP &S	GC92902	57	0	57	57	0	0				Budget recently approved by Force Executives in Dec 2010.
21	Police Vans - CCTV and Specialist Equipment	OP &S	GC90911	25	0	25	25	0	0				Budget recently approved by Force Executives in Dec 2010.
22	CCTV Equipment for Various Police Stations	Business Areas	GC95601	142	0	142	142	0	0				New project recently approved by Force Executives in Dec 2010.
23	IT Shutdown System	ICT	GC92905	23	0	23	23	0	0				Project has been funded by Programme Board in June 2010.
24	Force Estate Security	Facilities	GC91161	0	0	0	0	0	0				Project to be costed if the facility remains in Aberdeen.
25	Extension to Laboratory at Nelson Street - Phase 2	Facilities		0	0	0	0	0	0				Project has been mandated by the Force and a supporting business case will be developed.
26	New Perithead Police Station	Facilities		0	0	0	0	0	0				Funding available for allocation to capital projects.
27	Unallocated Capital Funds	Programme Board		n/a	n/a	79	0	0	79	2,600	6,000	3,500	
28	DISCRETE EXPENDITURE												
					0	1,756	1,677	180	79	2,943	6,000	3,500	
29	TOTAL EXPENDITURE												
						3,026	2,947	482	79	4,208	7,270	4,770	
	Financed by:												
D	Governmental Bodies and Local Authorities												
30	Local Authorities - Annual Capital Grant												
(i)	Balance carry forward at the beginning of the year					929	929	347	1,234	0	0	0	Capital Grant carry forward at the beginning of the year.
(ii)	Annual Capital Grant for the year					2,928	2,928	0	2,404	2,450	2,500	2,500	Annual Capital Grant for the year.
(iii)	Balance carry forward at the end of the year					(1,134)	(1,234)	0	0	0	0	0	Capital Grant carry forward at the end of the year.
	Annual Capital Grant utilised during the year					2,723	2,623	347	3,638	2,450	2,500	2,500	Capital Grant utilised during the year.

GRAMPIAN POLICE CAPITAL EXPENDITURE MONITORING STATEMENT - to 31st January 2011													
Line	Project Description	Divisions / Dept.	Finance Project No	Total project cost £000s	Prior years spend £000s	Revised Budget 2010-11 £000s	Projected Outturn 2010-11 £000s	Actual Spend Jan-11 £000s	Variance (Over)/Under Spend <=<a-b> £000s	Estimated Budget 2011-12 2012-13 2013-14 £000s £000s £000s	Comments		
31	Scottish Government - Scottish Police Services Authority				240	240	240	105		245	250	250	Funding from Scottish Police Services Authority
32	Scottish Government - ISCJIS				35	35	35	0		0	0	0	Funding from Scottish Government - Integrated Scottish Criminal Justice Infor Services (ISCJIS).
33	Scottish Government - Other Agents				8	8	8	0		0	0	0	Contribution for the purchase of a new vehicle.
34	NIESCAMP - Capital Receipts				20	20	20	20		0	0	0	
E	Non-governmental Bodies												
35	Other Capital Receipts				0	0	0	10		0	0	0	Contribution from non-governmental bodies for the purchase of vehicles.
F	Capital Receipts from the sale of Non-current assets									25	4,270	1,720	Capital receipts generated from disposal of Non-current Assets.
36	Capital Receipts from sale of Non-current Assets				0	0	21	0		300	300	300	
G	Capital expenditures funded from revenue				0	0	0	0		4,208	7,270	4,770	
37	Capital Expenditure Funded from Revenue Funding "CFCR"				3,026	2,947	2,947	482					
38	TOTAL FUNDING												
RECONCILIATION OF CAPITAL RECEIPTS:													
	Opening balance				3,872	3,872	3,872	3,872		4,546	5,251	1,381	
	New Receipts							0					
	Sale of police houses				575	575	575	0		630	300	300	
	Sale of police vehicles, plant & equipment				120	120	120	101		100	100	100	
	Applied Receipts				0	(21)	(21)	0		(25)	(4,270)	(1,720)	
	Closing balance carry forward				4,567	4,546	4,546	3,973		5,251	1,381	61	



COMMITTEE: GRAMPIAN JOINT POLICE BOARD
DATE: 4TH MARCH 2011
TITLE OF REPORT: BEST VALUE 2 AUDIT AND INSPECTION REPORT

1. PURPOSE OF REPORT

The purpose of this report is to invite Members of Grampian Joint Police Board to consider the terms of the Report prepared by Audit Scotland and Her Majesty's Inspector of Constabulary for Scotland (HMICS) following a joint audit and inspection of the Board and Grampian Police, which measured compliance with the requirements of Best value. The Board is thereafter invited to agree and action the Improvement Plan to implement the recommendations contained within the joint Audit Scotland HMICS report.

2. RECOMMENDATION(S)

It is recommended that the Board

- 2.1 considers the contents of the joint Audit Scotland and HMICS report attached at Appendix 1,
- 2.2 agrees the draft Improvement Plan attached at Appendix 2, and
- 2.3 agrees to remit monitoring of the joint Improvement Plan to the Stewardship Sub-Committee and instructs officers to submit regular update reports to that Sub-Committee, with a final Report to be submitted to the Board once all of the improvement actions are implemented.

3. FINANCIAL IMPLICATIONS

The proposed Improvement Plan does not contain any actions which have not already been identified by the Board and Force for development. As such, there are unlikely to be any unexpected financial implications flowing from the Improvement Plan.

In terms of the recommendations around medium to longer term financial planning, then the Improvement Plan should improve the Board's ability to undertake this form of planning and monitoring, thereby having a positive impact on future years.

4. SERVICE & COMMUNITY IMPACT

The findings of the Accounts Commission commend the Board for its community engagement and leadership. Implementation of the Action Plan should further strengthen the Board's community participation.

5. OTHER IMPLICATIONS

None

6. REPORT

- 6.1 Members will be aware that the Local Government in Scotland Act 2003 introduced new statutory duties relating to Best Value and Community Planning. Its provisions apply to police authorities and require specifically that:

Police authorities secure best value (defined as achieving continuous improvement in the performance of functions)

Police authorities and chief constables participate in the community planning process

- 6.2 Grampian Joint Police Board and Grampian Police were subject to a Best Value 2 Audit and Inspection during June and July 2010. The key objectives of the joint audit and inspection were to:

Assess the extent to which Grampian Joint Police Board and Grampian Police are meeting their duties under the Local Government in Scotland Act 2003 and complying with Scottish Government guidance.

Agree planned improvements with the Local Authorities, Force and the Board, to be reviewed by the external auditor and HMICS on an ongoing basis.

- 6.3 As a consequence of the audit and inspection, a report has been produced jointly by the Controller of Audit (Audit Scotland) and HMICS. Key areas were identified where the Force and the Board need to improve. These key areas are contained within the Improvement Plan attached.

- 6.4 As stated above, the audit and inspection carried out by Audit Scotland and HMICS sought to identify the extent to which the Board and Grampian Police are meeting their duties under the Local Government in Scotland Act 2003 and complying with Scottish Government guidance. This was assessed against seven key areas, namely:

Vision and Strategic Direction
Partnership Working and Community Leadership
Community Engagement
Governance and Accountability

Performance Management and Improvement
Use of Resources
Equalities and Sustainability

- 6.5 Members will recall that the audit and inspection process involved the submission of evidence by both the Force and the Board, including Board reports and minutes. In addition, Members and community planning partners were invited to complete a questionnaire and both the Force and the Board submitted written statements outlining performance against the key audit criteria. This was followed up by a 4-week site visit, during which time Audit Scotland and HMICS interviewed Members, officers from the Board and Force, and other interested parties. Audit Scotland and HMICS also observed Board and sub-committee meetings.
- 6.6 Following completion of this site visit, a draft Report was prepared by Audit Scotland and HMICS. The Force and the Clerk's office were given the opportunity to comment on the factual accuracy of the draft Report. Thereafter a control version of the Report was prepared and submitted to the Accounts Commission for consideration.
- 6.7 The Accounts Commission considered the control version of the Report at its meeting on 20th January 2011. During this meeting, Commissioners had the opportunity to seek further information and clarification from Audit Scotland and HMICS, after which the Accounts Commission determined its findings.
- 6.8 The Accounts Commission findings are set out at page 2 of the Report and summarised as follows –

The Commission welcomed evidence of the elements of best value demonstrated by the Board. In particular, the Commission welcomed the report's conclusions that—

- (i) The Board has a good understanding of its role and has established an active involvement and positive partnership with the force in developing a shared vision and a clear set of priorities.
- (ii) The Board's oversight ensures that the operations of the force are clearly aligned with the agreed priorities.
- (iii) Board members actively question and challenge the force on both strategic and operational matters in a constructive way that focuses on supporting improvement.
- (iv) The Board plays an effective community leadership role on local policing issues, and clearly demonstrates that it works to meet the needs of communities at both a strategic and local level.

The Commission welcomed the Board's awareness of its own improvement needs and commitment to addressing those needs and recommended that it considers the following areas in particular—

-
- (i) Further development of its role in longer-term strategic financial planning, and the use of its scrutiny role to ensure the best use of resources. The Board also needs to develop its leadership and challenge role to help realise further efficiencies through various partnership and shared services initiatives.
 - (ii) Development of a more active role in informing and agreeing continuous improvement priorities and monitoring progress, and providing more strategic leadership on sustainability and equalities issues.
 - (iii) Effective arrangements for an independent custody visiting scheme must be implemented quickly.
 - (iv) Ensuring that its contribution to accountability and governance, and its effective partnership with the force, is properly reported to the public.
 - (v) In continuing to review its governance arrangements, the Board should address the fact that it is not good scrutiny practice for the convener to chair its two main subcommittees.
- 6.9 The Board is required to consider the terms of the Report and the Accounts Commission findings within three months of receipt and there is a requirement to publicise this meeting within a local newspaper. As such, a public notice was published within the Press and Journal on Thursday 24th February. The Board is also required to produce a plan which addresses the improvement agenda set out in the Report.
- 6.10 A draft joint Improvement Plan has been prepared by the Force and the Depute Clerk for consideration, comment and approval by the Board. It sets out each of the improvement actions, assigns ownership and suggests how the required improvements will be achieved. It also details and impacts and consequences e.g. resource implications.
- 6.11 It is important to note that these improvements form part of a wider action/development plan which is currently being implemented. Members will recall that significant work has been undertaken over the last couple of years to review and modernise the work of the Board. This includes a wholesale review of Standing Orders, reworking of sub-committee remits and role descriptions for Board Members. The improvement actions identified by Audit Scotland and HMICS are encompassed within this wider development action plan and as such, the Report is a welcome endorsement of the Board's direction of travel in terms of its continuous improvement agenda.
- 6.12 It is recommended that responsibility for ensuring the delivery of the joint Improvement Plan be remitted to the Stewardship Sub-Committee as that sub-committee's remit includes the implementation of best value. It is intended that officers from the Force and Clerk's office will submit regular reports to the Stewardship Sub-Committee, updating Members as to progress against the agreed action points. It is also

proposed that a further report be submitted to the Board once the Improvement Plan actions have been implemented.

- 6.13 Members will note that some of the improvement recommendations apply to the Force only. These recommendations will be incorporated into the Force business plans and progress will be reported quarterly as part of the normal governance arrangements, with exception reporting taking place on a monthly basis.

7. REPORT AUTHOR DETAILS

Karen M Donnelly, Depute Clerk to the Board
KDonnelly@aberdeencity.gov.uk
Telephone: 01224 522416

8. BACKGROUND PAPERS

None

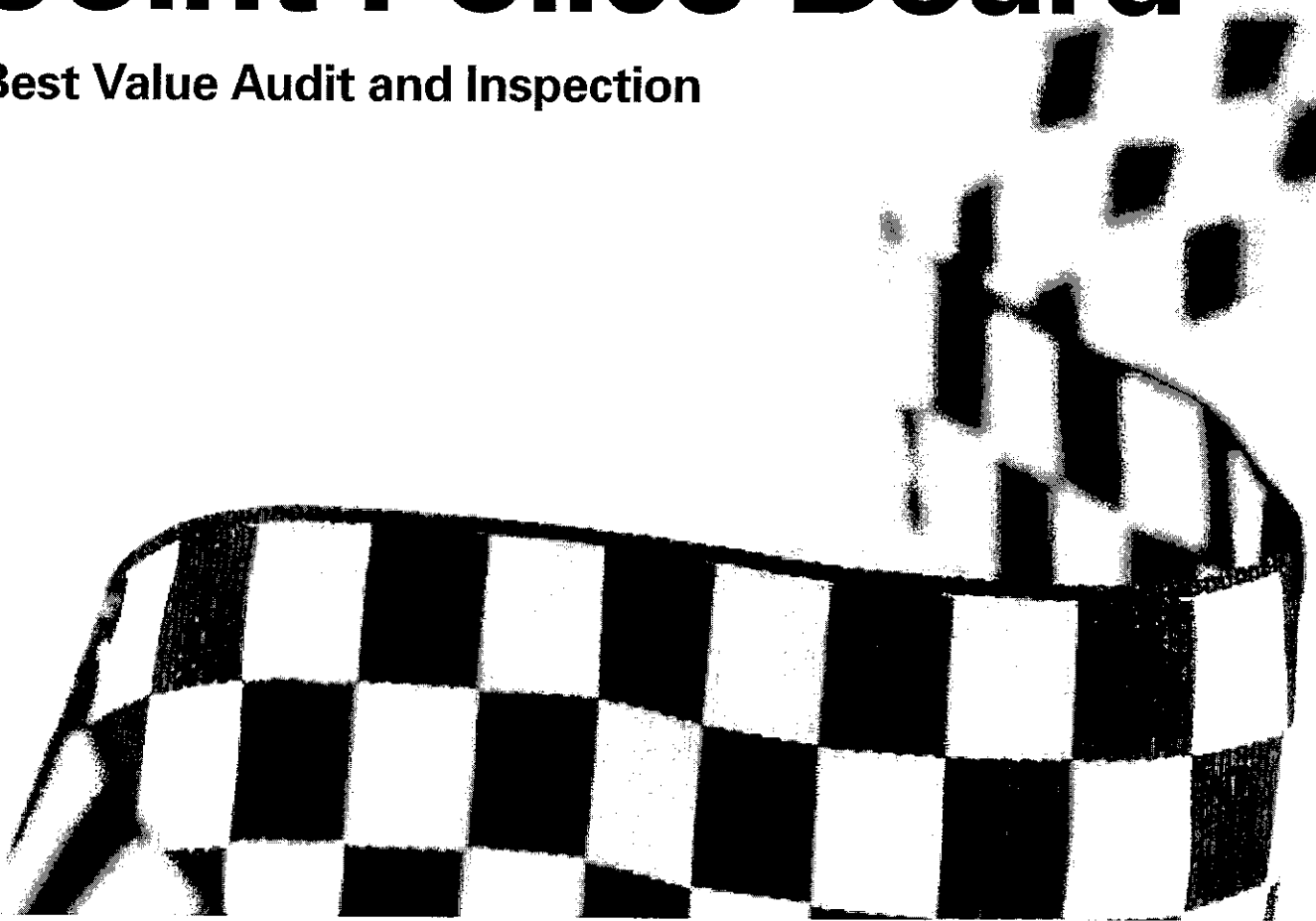
Karen M Donnelly
Depute Clerk
23rd February 2011

Colin McKerracher
Chief Constable
23rd February 2011

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Grampian Police and Grampian Joint Police Board

Best Value Audit and Inspection



HM INSPECTORATE OF
CONSTABULARY FOR SCOTLAND



AUDIT SCOTLAND

Prepared for the Accounts Commission and Scottish ministers
February 2011

The Accounts Commission

The Accounts Commission is a statutory, independent body which, through the audit process, assists local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has four main responsibilities:

- securing the external audit, including the audit of Best Value and Community Planning
- following up issues of concern identified through the audit to ensure satisfactory resolutions
- carrying out national performance studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information they are required to publish

The Commission secures the audit of 32 councils and 45 joint boards and committees (including police and fire and rescue services)

Her Majesty's Inspectorate of Constabulary for Scotland

HMICS operates independently of police forces, police authorities and the Scottish Government and exists to monitor and improve the police service in Scotland. HMICS does this on behalf of the Scottish public by:

- monitoring, through self-assessment and inspection, how effectively the police service in Scotland is fulfilling its purpose and managing risk
- supporting improvement by identifying good practice, making recommendations and sharing our findings in order to achieve better outcomes for Scotland's communities
- providing advice to Scottish ministers, police authority and joint board members and police forces and services

Even though HMICS is independent of the Scottish Government, ministers can call upon the Inspectorate to undertake particular pieces of work.

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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Commission findings

1. This is the third audit and inspection report on the performance by a police authority and force of their statutory duties on Best Value and Community Planning. It has been produced jointly by the Controller of Audit and Her Majesty's Inspector of Constabulary for Scotland. The Accounts Commission accepts the report from the Controller of Audit on the Grampian Joint Police Board ('the board'). In accordance with the Commission's statutory responsibilities, these findings relate only to the Best Value audit of the board.

2. The Commission welcomes evidence of the elements of best value that are demonstrated by the board. In particular, the Commission welcomes the report's conclusions that:

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

3. We welcome the board's awareness of its own improvement needs and commitment to addressing these. As the board continues to seek further development and improvement, we recommend that it considers the following areas. In particular:

- further development of its role in longer-term strategic financial planning, and the use of its scrutiny role to ensure the best use of resources. The board also needs to develop its leadership and challenge role to help realise further efficiencies through various partnership and shared services initiatives
- development of a more active role in informing and agreeing continuous improvement priorities and monitoring progress, and providing more strategic leadership on sustainability and equalities issues
- effective arrangements for an independent custody visiting scheme must be implemented quickly
- ensuring that its contribution to accountability and governance, and its effective partnership with the force, is properly reported to the public
- in continuing to review its governance arrangements, the board should address the fact that it is not good scrutiny practice for the convener to chair its two main subcommittees.

4. The Commission gratefully acknowledges the co-operation and assistance provided to the joint audit and inspection team by the elected members of Grampian Joint Police Board, the chief constable and officers of Grampian Police, and other officials and community planning partners.

5. The board should produce a plan that addresses the improvement agenda set out in the joint audit and inspection report. We encourage the board to engage with these findings as a tool for stimulating further improvement in its operation.

6. The Commission welcomes the continued joint approach with HMICS on these police audit and inspection reports, and the significant contribution that this is having to stimulating more effective and streamlined scrutiny and to driving commitment to securing best value.

HM Inspector of Constabulary for Scotland findings

1. As Her Majesty's Inspector of Constabulary for Scotland, I hold a statutory responsibility to inspect both Grampian Police and Joint Police Board. Complementary to the findings of the Accounts Commission on the Best Value and Community Planning performance of the Grampian Joint Police Board, I offer the following comments on the performance of Grampian Police.

2. My overall assessment of Grampian Police is that it is performing well and that the force demonstrates many of the elements of best value. Grampian Police benefits from an effective and appropriately challenging working relationship with Grampian Joint Police Board and they have worked in tandem to determine a strategic direction which has community policing as its cornerstone. The force executive provides strong leadership and have created a culture of performance improvement within the organisation. Crime rates are falling within the Grampian Police area and levels of public satisfaction are high and improving. During 2010, the force introduced a new policing model which has delivered increased numbers of officers working and patrolling within local communities.

3. There is scope for the force to improve in certain areas. In particular:

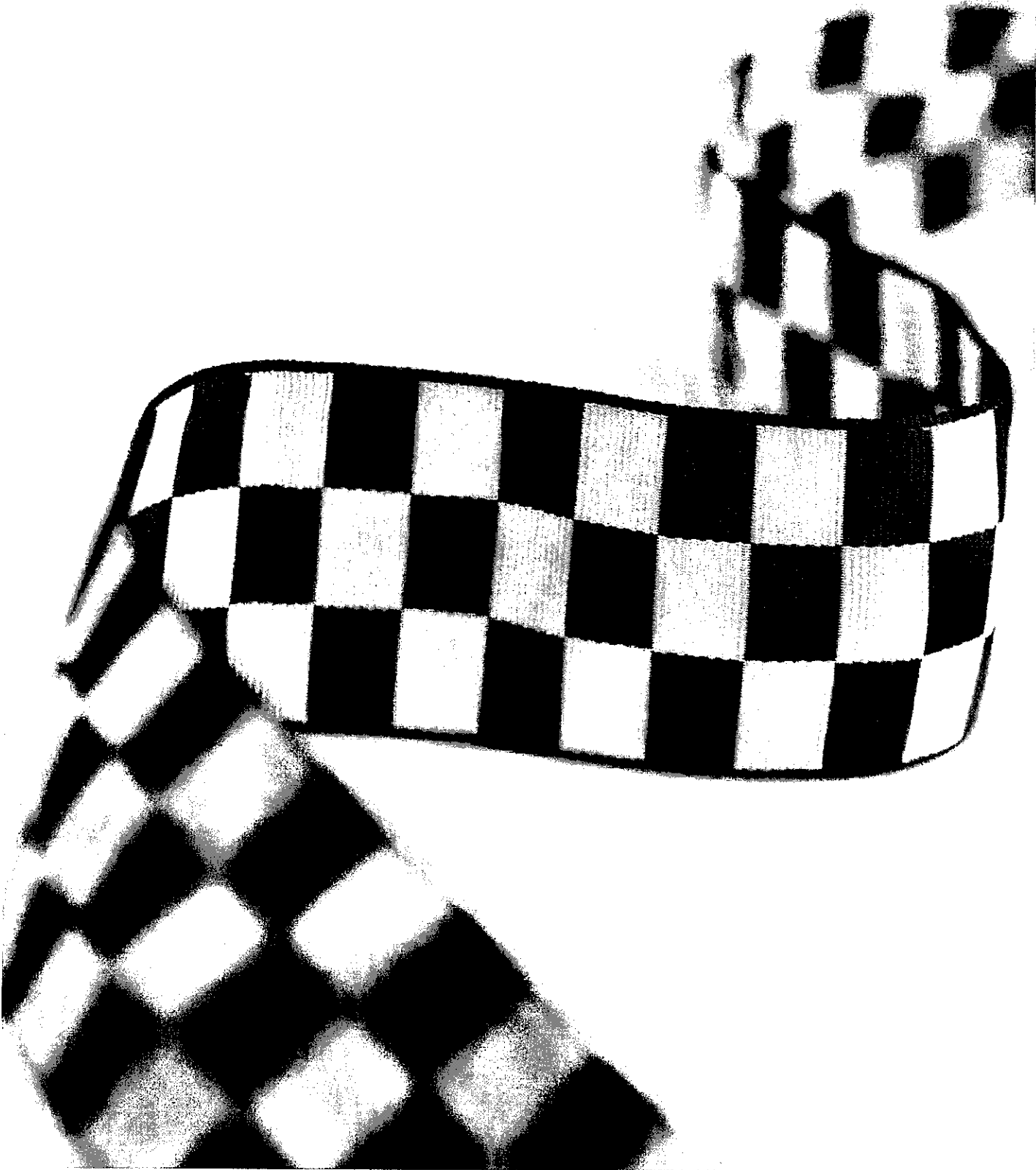
- the force should make efforts to better understand the causal factors which are reflected in the rise in racially motivated crime and complaints against the police
- there is scope for the force to improve performance reporting by incorporating more comparative information and to report performance in a balanced way
- the force should have a better understanding of the costs of specific policing activities to inform difficult decisions about where resources will need to be directed in future to sustain performance in priority areas.

4. I look forward to receiving a plan from Grampian Police which addresses the improvement agenda set out in this joint audit and inspection report.

5. I also wish to acknowledge my gratitude for the co-operation and assistance afforded to the joint audit and inspection team by the elected members of Grampian Joint Police Board, the chief constable and officers of Grampian Police and other officials and community planning partners.

6. The joint audit and inspection approach adopted in the preparation of this report continues to develop and is contributing towards a more effective scrutiny regime that demonstrates our commitment to achieving best value in Scottish Policing.

Introduction



This joint report is made by the Controller of Audit to the Accounts Commission under section 102(1) of the Local Government (Scotland) Act 1973 and by Her Majesty's Inspector of Constabulary (HMIC) under section 33 of the Police (Scotland) Act 1967.

The Local Government in Scotland Act 2003 introduced new statutory duties relating to Best Value and Community Planning. Its provisions apply to local authorities, including police authorities, and require specifically that:

- councils and police authorities secure Best Value (defined as achieving continuous improvement in the performance of functions)
- police authorities and chief constables participate in the community planning process.

The Act also amended the audit arrangements set out in the Local Government (Scotland) Act 1973 to cover Best Value and gave powers to the Accounts Commission to examine Best Value in police authorities. HMICS has a statutory duty under section 33 of the Police (Scotland) Act 1967 to inspect police forces and common police services, and to report to ministers on their state and efficiency. The 2003 Act extends this to include provision for HMICS to inquire into and report to Scottish ministers on whether a local authority is carrying out its functions both as a police authority and in relation to a number of matters including Best Value.

The 2003 Act is supported by more detailed statutory guidance on Best Value and Community Planning, and a series of advisory notes on specific topics such as elected member leadership. This guidance is designed to be descriptive rather than prescriptive, defining the goals that organisations should aim for but

allowing them local discretion on the methods and routes they use. The Scottish Government has issued further guidance for police authorities and forces. This guidance includes *Justice Department Circular 11/2003 Best Value Guidance and Guidance for Members of Police Authorities and Joint Boards*, June 2007.

The scope of Best Value and Community Planning is broad and the guidance and statute indicate that a successful police authority will:

- work in tandem with the chief constable to develop a clear set of priorities that respond to the needs of the community in both the short and longer term
- be organised to support the delivery of these priorities
- meet, and clearly demonstrate that it is meeting, the community's needs
- operate in a way that drives continuous improvement in all its activities.

Similarly, a successful police force will:

- work with its partners and the police authority/police authorities to develop a clear set of priorities that respond to the needs of the community in both the short and longer term
- be organised to deliver these priorities
- meet, and clearly demonstrate that it is meeting, the community's needs
- operate in a way that drives continuous improvement in all its activities.

The key objectives of this joint audit and inspection were to:

- assess the extent to which the Grampian Joint Police Board and Grampian Police are meeting their duties under the Local Government in Scotland Act 2003 and complying with Scottish Government guidance
- agree planned improvements with the local authorities, force and the board, to be reviewed by external auditors and HMICS on an ongoing basis.

As Best Value and Community Planning encompass a wide variety of activities, it is not realistic to audit or inspect everything in depth. For this reason we plan our detailed work in two ways:

- Where possible we draw on the findings of other scrutiny processes, such as the work carried out by other inspectorates.
- We select certain aspects of the force and board's performance for detailed investigation. We use a wide range of sources, including the force and board's own assessment of their performance, reports issued following external audit and inspections and the Scottish Policing Performance Framework (SPPF) to assess risks and scope our work to inform this selection.

Our joint report reflects this proportionate approach, with detailed commentary in some areas and limited coverage in others. It also presents the picture we found at the time our main audit and inspection work was conducted, in June and July 2010. The report includes a corporate assessment of the joint board and the force, while the performance assessment covers only the force.

We gratefully acknowledge the co-operation and assistance provided to the team by Councillor Martin Greig, Convenor of Grampian Joint Police Board; Chief Constable Colin McKerracher, Grampian Police; Jane MacEachran, Clerk to the Board; and all other elected members and staff involved. We are also grateful to the representatives of the three councils and the force's community partners who agreed to participate in the audit and inspection process.

The tripartite arrangements and police authorities' leadership role

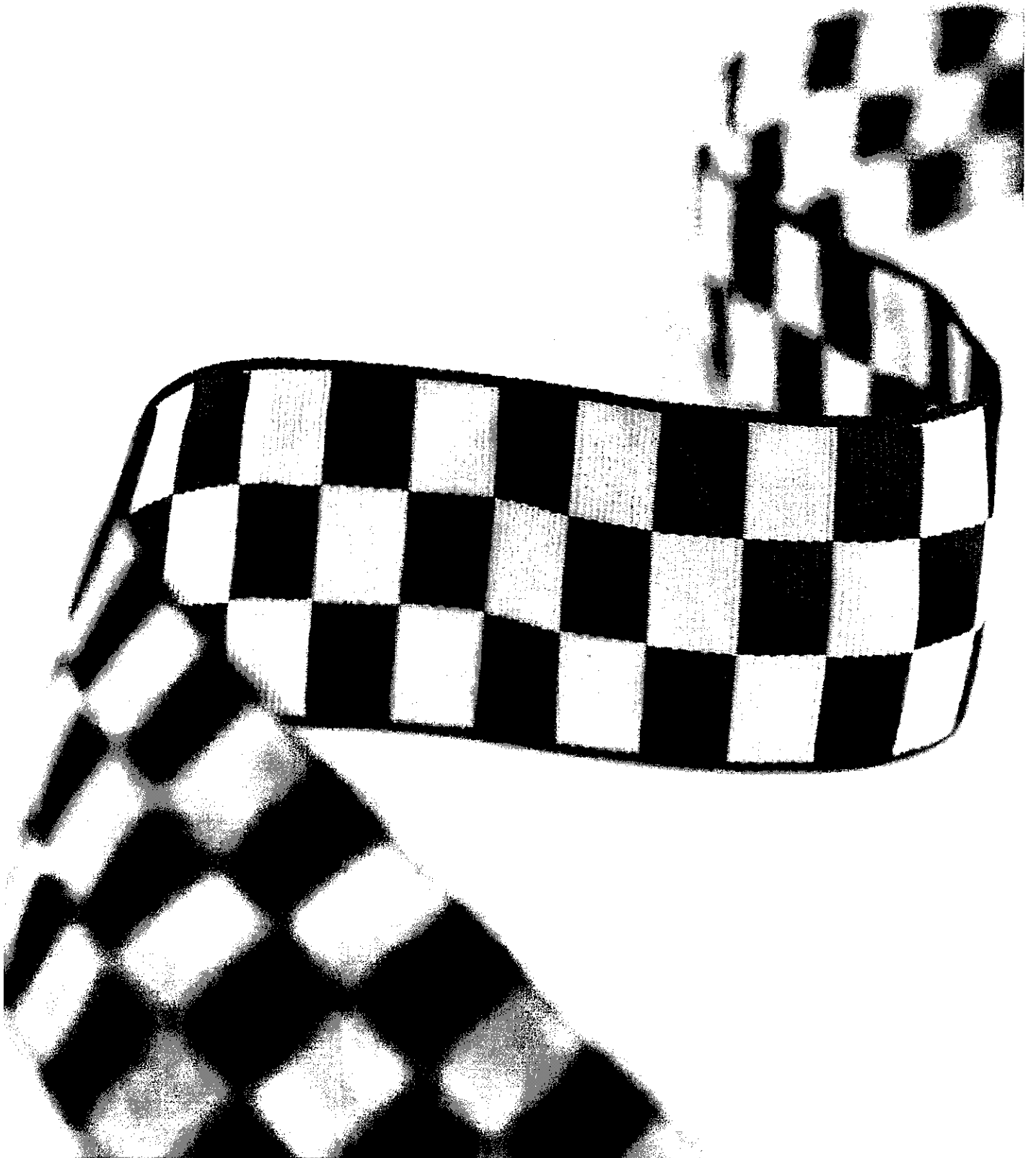
The force is governed through a tripartite arrangement between the chief constable, the joint police board ('the board'), and Scottish ministers. As the force covers more than one local authority area, a joint police board comprising members from the three constituent authorities acts as the police authority. Scottish ministers retain overall responsibility for policing policy at national level. Grampian Joint Police Board is responsible for setting the police budget, holding the chief constable to account and ensuring that best value is achieved. The chief constable is responsible for the operational aspects of policing within the force area.

The effect of these arrangements is that the board and the chief constable, although they have different roles, must work in tandem to achieve best value. In this report, we only make judgements on the board and force, but all parties to the arrangement, including the Scottish ministers, have responsibility for the overall performance of the police service.

Constituent authorities are responsible for appointing the members of a joint board and for allocating funding. The board is a separate legal entity and councils have no separate residual responsibilities beyond appointing members and funding. However, in practice, the constituent councils, primarily Aberdeen City Council, provide administration support, clerking services, and training and development for board members.

The existing guidance for policing (*Circular 11/2003 and Guidance for Members of Police Authorities and Joint Police Boards*, June 2007) sets out expectations of the board. This can be found at Appendix 1 of this report.

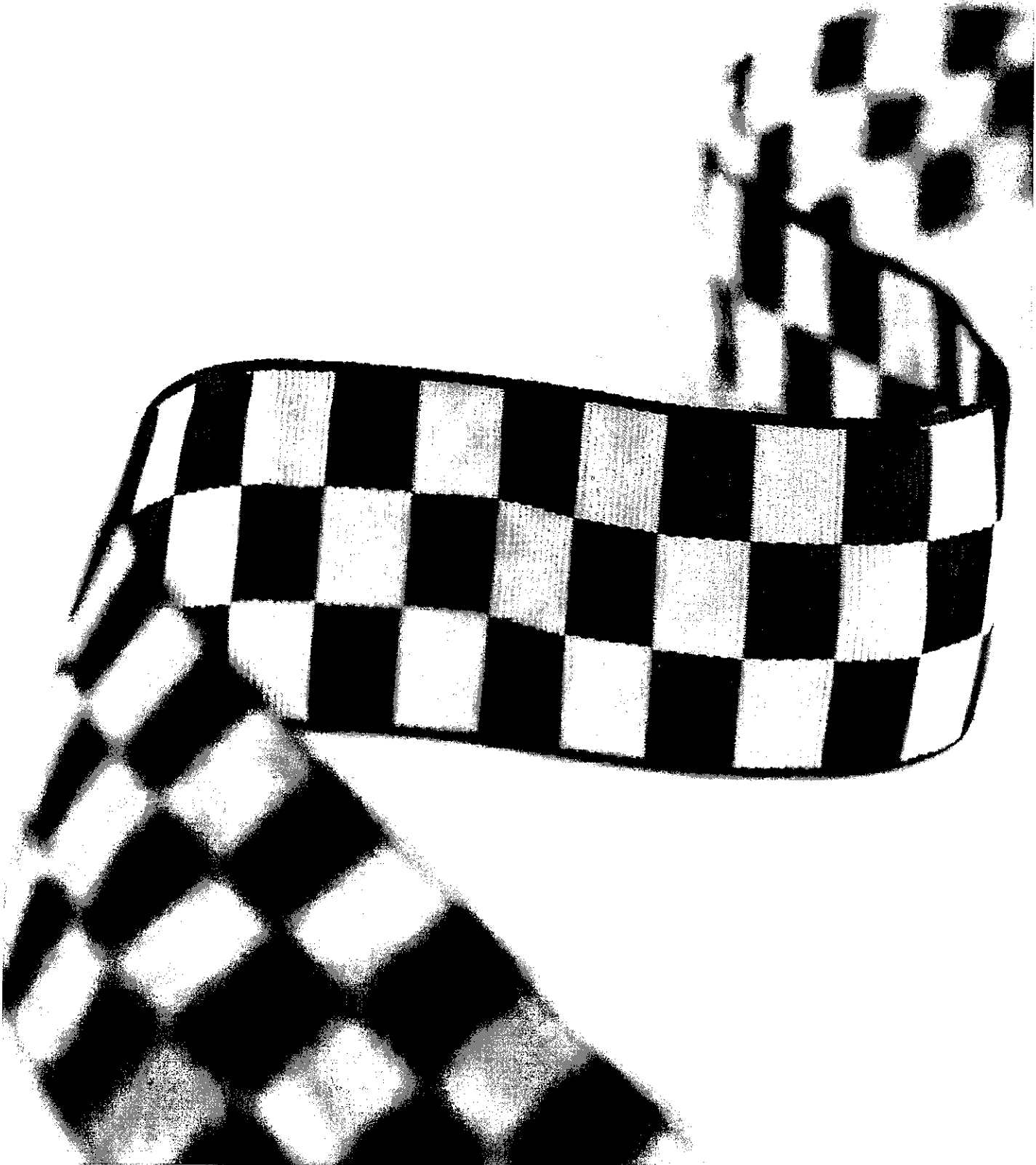
Summary



Overall conclusions

1. Grampian Police and the Grampian Joint Police Board have many of the key elements of best value in place. The force and the board have an effective working relationship and have a shared vision for policing in Grampian, based on agreed priorities. The vision and priorities are clearly articulated in the force's strategies and plans. The systems and processes which support the delivery of best value are sound overall, though there are some areas requiring improvement.
2. The joint police board demonstrates many of the characteristics of best value and continues to develop its approach to governance and scrutiny. Board members actively scrutinise the performance of the force, have a good understanding of their local communities and work in partnership with the chief constable to help shape the policing priorities for the area.
3. There are some areas where improvement is required. The board must ensure it implements an Independent Custody Visiting Scheme (ICVS) as a matter of priority. It is currently the only board in the UK not to have an operational scheme in place. It also needs to become more proactive in working with the force to develop a long-term financial strategy.
4. There is a culture of continuous improvement within the force and the force executive provides strong leadership, with a clear vision for the future based around community policing. The force has a well-defined structure and sound governance arrangements. Force priorities are clearly linked to force operational strategy and are reviewed, refreshed and published annually within its strategic plan *Platform for Success*. The force's performance management arrangements are sound, but can be improved by using more comparative information to report performance more effectively and in a more balanced way.
5. Service performance is good, the level of recorded crime is reducing overall and in 2009/10 was at its lowest level for seven years for crimes of violence, indecency, dishonesty, and reckless behaviour. Satisfaction rates with the force are high and improving. The force and its partners are making good progress on most of the shared policing priorities captured in the Single Outcome Agreements (SOAs) covering public sector organisations in the council areas of Aberdeen, Aberdeenshire and Moray. Drug enforcement performance declined between 2008/09 and 2009/10 and there have been increases in racially motivated crime and complaints against the police.
6. The force has a track record of strong financial management and has sound financial controls in place and has reported efficiency savings in excess of targets. Like all public sector organisations, the force is now facing severe financial pressures and has taken a number of short-term measures to deliver some savings. The force recognises that it needs a better understanding of what specific activities cost in order to inform difficult decisions about where resources will need to be directed in order to sustain performance in priority areas. The force is currently developing a long-term strategy, setting out how it intends to deal with these pressures.
7. In April 2010, the force introduced a new policing model, based on feedback from the public. 'Local Policing – Closer to You' saw the reorganisation of traditional response and community policing resources into policing teams based in local communities across the force to increase visibility and support community engagement. Aberdeen Division has carried out an interim '90-day review' of the new model and has identified that some operational refinements are needed to improve its effectiveness. It plans to carry out a further review in April 2011 to assess the impact of the new arrangements.

Part 1. Corporate assessment



Vision and strategic direction

Grampian Joint Police Board

The board is actively involved in helping to shape the strategic vision and priorities for police services in Grampian.

8. Board members are actively involved in developing the force's strategic priorities. The board is involved at various stages to help shape the policing priorities, which are set out in the force's strategic plan *Platform for Success*.

9. At a local level, board members help to shape policing priorities during the year through their attendance at area committees and through informal contact with divisional commanders and their staff. At a corporate level, they attend the force's annual conference and the senior managers' conference and take part in the annual planning day, together with key strategic partners and senior police officers, to determine force priorities for the year ahead. Board members have an active role in scrutinising the force's use of resources and are involved in the community safety partnerships. These partnerships help to develop the policing priorities contained within the SOAs which identify the priorities for public sector agencies in Aberdeen, Aberdeenshire and Moray.

10. The board also helps set the strategic direction of the force through its annual appraisal of the chief constable's performance. As part of his Performance Development Review (PDR), the chief constable agrees a series of objectives with the convenor and the two vice-convenors, which are subject to the endorsement of the board. These objectives help set the wider strategic agenda for the force as a whole.

Grampian Police

The force has a clear vision and strategic direction, which is informed by community consultation and dialogue with partner agencies. The force's strategic plan *Platform for Success* has evolved over the past five years and is refreshed on an annual basis to update the force's priorities, values and principles.

The force has a clearly defined planning cycle and force priorities contain a mix of national policing priorities, local issues and business support objectives. Force priorities link directly to the force control strategy.

11. At a strategic level, the force is led by a force executive which demonstrates strong and effective leadership. The force executive drives force operational activity and strategic delivery using robust management arrangements.

12. The force's strategic plan *Platform for Success* clearly articulates the force's vision and strategic direction and is reviewed, refreshed and published on an annual basis. The annual review is informed by widespread consultation with local communities and partner agencies and consideration of emerging national and local issues.

13. The force has identified nine strategic priorities for 2010/11 in partnership with the board (Exhibit 1). These cover both outward-facing operational priorities and internal business support priorities. All of the operational priorities are clearly articulated within the force control strategy and this helps to ensure that they are communicated clearly and consistently to staff.

14. Priorities are communicated effectively throughout the force and are evident in the divisional and departmental business area plans. This strengthens the understanding of strategic priorities at a local level and

helps to ensure that the force directs operational activity and resources towards priority areas. We found that knowledge and awareness of force priorities among staff was good. The priorities are also clearly highlighted on the force's website and are easily accessible to members of the public.

15. The force is committed to community policing and community engagement. During 2010, the force adopted a new policing model called 'Local Policing – Closer to You' (Exhibit 2, page 12).

16. The model combines 24/7 response and community officers into a joint team based in the local community. This aims to provide enhanced levels of visible patrol and problem solving at a beat level, while maintaining the appropriate coverage for response work. The new arrangements also seek to improve the force's engagement and communication with local communities.

17. The project plan supporting the delivery of 'Local Policing – Closer to You' acknowledged the need to devise qualitative performance measures to help assess the effectiveness of the new policing model. The force has access to some qualitative data from focus groups, which supported the development of the community engagement strategy, but it does not have a baseline against which it can measure the impact of the new arrangements.

18. During the summer of 2010, Aberdeen Division carried out an interim '90-day review' of the new arrangements to assess how they were bedding in. The review found that local policing teams were carrying out more proactive policing activity within communities, which had, in turn, led to increased demand on resources. The force plans to further review and refine specific operational practices to balance the demands on local policing teams. The review also identified the need to develop

a property strategy to support local policing teams and revise how it deploys its resources at an operational level. This included the need to review the allocation of officers across the local teams, review the shift patterns and improve the supervision arrangements. In April 2011, the force will conduct a further, more comprehensive review of the policing model to better assess the impact of the new arrangements.

Governance and accountability

Grampian Joint Police Board

Board members have a good understanding of their role and the basic governance arrangements are sound. The board is aware of where further improvements are required and has been implementing changes to its governance arrangements during 2010.

The board does not currently have an operational ICVS in place.

19. The board has 15 members, made up of six councillors from Aberdeen City Council, six from Aberdeenshire Council, and three from Moray Council. It meets six times per year, at various locations throughout the region, and the convener is a councillor from Aberdeen City Council. Two main subcommittees support the board. The Stewardship subcommittee¹ considers continuous improvement initiatives such as audit, thematic inspections and best value, and a Complaints subcommittee², which meet four times per year. There are also subcommittees for urgent business and personnel, which meet as and when required.

Exhibit 1

Force strategic priorities 2010/11

- **Antisocial behaviour** – We will deal with unacceptable conduct, which negatively impacts on the quality of life within the communities we serve, in conjunction with local authority strategies.
- **Community focus** – We will engage and work with partners and the community to deliver improved policing services based on the principles of a community-focused approach.
- **Public protection** – We will safeguard children, young persons and vulnerable adults, from risk of physical, emotional and sexual abuse or neglect and effectively manage offenders through the development of internal partnership processes.
- **Road casualty reduction** – We will achieve a steady reduction in the numbers of those killed or seriously injured, with the ultimate vision of a future where no one is killed on the roads in Aberdeen, Aberdeenshire and Moray and the injury rate is much reduced.
- **National security** – We will counter the threat from terrorism and domestic extremism.
- **Serious organised crime and drugs** – We will reduce the harm caused by serious organised crime, and in particular controlled drugs, within the communities we serve.
- **Violence** – We will target violence and make Grampian a safer place to visit, work and live in.
- **Efficiency and productivity** – We will maximise frontline resources through effective and efficient resource and financial management to ensure suitably trained staff are in place to deliver our mission.
- **Force reputation and standards** – We will maintain professional and ethical standards of behaviour from all staff in order to improve the delivery of quality policing services and to enhance public trust and confidence.

Source: *Sustaining and Developing our Platform for Success 2010/11*, Grampian Police, 2010

20. The board's two main subcommittees on stewardship and complaints operate effectively by scrutinising force performance, but the convener of the board currently also chairs both subcommittees. This is not good practice, as part of the remit of the subcommittees is to scrutinise the performance of the force and the board. There is

also a risk that the public perception of independent scrutiny, which is particularly important for the chairing of the Complaints subcommittee, may be undermined. Other police boards typically share these responsibilities among various councillors. This helps to spread the workload, but it also helps to demonstrate the presence of independent checks and balances.

1 The Stewardship subcommittee deals with internal and external audit reports (including approval of audit plan), oversees adequacy of the force and board's financial systems, policies, practices, and compliance with relevant statutes, standards and guidance, best value, risk management and the implementation of HMICS and Accounts Commission recommendations.

2 The Complaints subcommittee provides oversight of how complaints are handled by the force and considers complaints against chief officers.

21. Grampian Joint Police Board does not currently have an operational ICVS in place. Police boards have to organise and oversee the delivery of independent custody visiting in consultation with chief officers. They must therefore ensure that they have effective procedures in place to establish and maintain ICVS, including the allocation of appropriate resources to this function. Independent custody visitors check on the standards in which people are held in custody, enhancing the accountability and transparency of police among the communities they serve. Visitors play a vital role in raising standards in custody and the fair treatment of detainees.

22. The absence of an ICVS represents a significant risk to the board and force. In the event of a custody issue arising, they may be unable to provide an adequate level of independent public assurance of the force's custody arrangements.

23. The board is the only police board in the UK not to have such an operational scheme in place. There have been several attempts to establish an ICVS over the years since the duty was introduced, but these have all failed. The board set up an ICVS subcommittee in January 2010, with the aim of having an ICVS in place during 2010. In September 2010, the board agreed an action plan and has recently been taking action to attract, vet and train potential custody visitors.

24. Until June 2010, public access to board agendas, minutes and reports has been limited and this has compromised transparency and public accountability. The board has now launched a new web page in order to make these documents publicly available.

Exhibit 2

'Local Policing – Closer to You': A community-focused policing model

This model will introduce local policing teams across all communities in the Grampian Police area with local officers working with partner agencies and the communities, responding to local needs.

Our new approach will be launched under the title 'Local Policing – Closer to You', involving the key activities of 'Consult, Listen, Respond and Feedback'.

'Consult and Listen' reflects the need for effective engagement between local police officers, local communities and partners, with a view to identifying and agreeing those local issues which need to be resolved.

'Respond' will be driven through a set of locally based policing teams which will operate within clearly defined areas, engage effectively with communities, and deliver policing to a set of standards.

Twenty-four local policing teams will operate across the Grampian Police area, each led by a local policing inspector. These officers will be empowered to work with their communities and partners to deliver quality local services.

'Feedback' will be the responsibility of local policing inspectors who will inform communities of progress made against agreed issues through the provision of the 'Local Policing Update'.

Source: *Community Focus: Local Policing – Closer to You, Overview and Delivery Plan, Grampian Police, March 2010*

25. The board recognised that further improvements could be made to its governance arrangements and instigated a review in 2009. As a result, the board agreed to set up additional subcommittees early in 2010 to deal with urgent business and oversee the introduction of an ICVS. These new arrangements are designed to help board members focus on key issues by devolving some areas of business to the subcommittees. The board plans to review the governance arrangements in the second quarter of 2011. The board has also started to identify individual board members to act as 'champions' for particular areas of interest. One board member, for example, takes a lead role on road safety matters. This is a potentially useful initiative, helping to encourage a degree of specialisation within the board and strengthen its capacity

to provide independent scrutiny on specific issues. The intention is to complement and not replace the more formal governance arrangements of the board. However, some board members have expressed concerns that this could weaken corporate responsibilities or encourage individuals to become 'spokesperson' for particular departments and compromise their independent scrutiny role. The board will therefore need to review the effectiveness of these arrangements to assure itself they are having the desired impact.

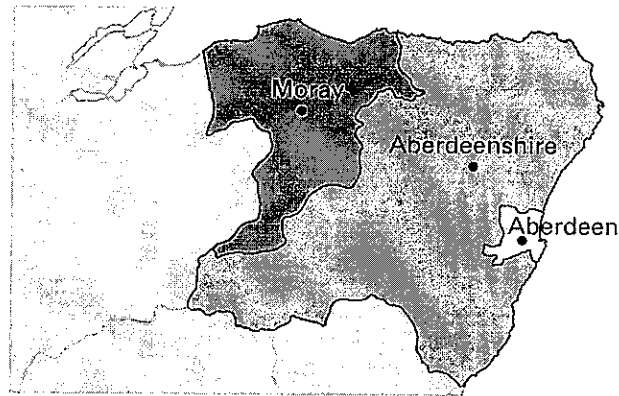
26. The role and responsibilities for the convenor and vice-convenors are clearly defined, but the board only recently agreed role descriptions for other board members in November 2010.

27. The force and clerk provide training for new board members and the force helps develop members' knowledge of policing matters through a series of presentations and site visits. The board has identified that it needs to have a more structured approach to training and development. In September 2010, the board agreed to introduce a series of training sessions following every second board meeting. These are scheduled to commence in early 2011. In addition, the clerk's office is considering how best to engage members in identifying ongoing development needs. The clerk and her staff are also currently reviewing the training provided by members' constituent councils as part of a training needs analysis for members.

28. Aberdeen City Council provides administrative and legal support for the board. Approximately five per cent of the clerk's time, and up to ten per cent of the depute clerk's time, is devoted to supporting the police board, however this can vary depending on competing demands. The administrative arrangements are generally good, board agendas and reports are well structured and the board maintains a log of outstanding actions to ensure actions are progressed. There is, however, a lack of capacity to provide any research support to help members carry out their independent scrutiny role. A recent review by the internal auditor has identified a range of options for improving this capacity and managers in Aberdeen City Council are currently considering this report.

29. It is too early to assess the effectiveness of the new governance arrangements, but the changes being made indicate a commitment to continuous improvement. In September 2010, the board approved a new report template designed to highlight key information such as financial implications, service and community impact and equalities issues. A new members' handbook, containing key documentation, advice and guidance notes, is being

Exhibit 3 The force area



Source: Audit Scotland

developed to assist board members in fulfilling their roles. The board plans to review the effectiveness of the new approach in the second quarter of 2011.

Grampian Police

The force has an effective governance structure and strategic delivery is managed through monthly Force Executive Board (FEB) meetings, supported by a range of other mechanisms.

30. The force is divided into three geographical policing divisions which are coterminous with the council areas of Aberdeen, Aberdeenshire and Moray (Exhibit 3). The three divisions are responsible for the delivery of frontline policing services and are supported by corporate headquarters departments. Each division is led by a police commander of either superintendent or chief superintendent rank.

31. Aberdeen's position as the UK hub of the North Sea oil industry provides a degree of economic stability to the region, but also brings specific challenges for Grampian Police. The force has policing responsibility for incidents occurring within the North Sea oil and gas fields and events such as the two helicopter crashes

demonstrate the extra demand on resources that incidents of this nature bring. Some shore-based installations associated with the petro-chemical industry carry further responsibilities for the force due to the threat to the UK energy infrastructure should they be subject to terrorist attack. Additionally, the location of the royal residence within the force area requires the force to allocate resources to assist the protection of the royal household at Balmoral.

32. At a strategic level the force is led by the force executive, which manages strategic delivery, operational priorities and performance using a well-established programme of business meetings. The force executive comprises the chief constable, deputy chief constable, two assistant chief constables, a director and deputy director of corporate services. All members of this group, together with divisional commanders and department heads, sit on the FEB, which considers broader strategic issues and monitors force performance. A range of other corporate mechanisms supports the monthly FEB meetings, including a Programme Board, a Tactical Tasking and Coordination Group and performance management meetings.

33. The force also has a Development and Governance Department. This department underpins the governance arrangements and is responsible for production of internal policies, guidance and procedures on a range of issues including risk management and corporate planning.

34. Senior officers are given strategic and tactical responsibility for priority areas, and this strengthens the understanding of the priorities throughout the force. Divisional commanders and department heads develop business plan objectives on a yearly basis, which support the overall force objectives. Each business area plan owner is required to complete task records throughout the year to document their progress towards achieving these objectives. This helps to ensure ownership and provides a visible force lead or champion for each priority area.

35. The force has a well-developed approach to risk management and compiles a comprehensive risk register annually. The register describes all risks identified within business areas plans and includes force priorities, local challenges, project risks and emerging issues. The use of business area plans to assess risks, together with the full force risk register, ensures that risk is properly assessed at all levels within the force. All risks identified as 'significant' are reported to each meeting of the joint police board and the force provides updates to board members, which describe the measures taken to mitigate the risks.

36. Force performance data is available to members of the public on the force's website www.grampian.police.uk where force-wide and divisional quarterly performance monitoring reports appear in their entirety. Performance reporting is covered in more detail in paragraphs 52 to 63.

Community engagement

Grampian Joint Police Board

Board members have a good understanding of the policing needs of their communities, and receive regular feedback on user satisfaction and complaints.

37. Board members have a good understanding of the needs of their local communities in terms of policing services. At a strategic level, they have reflected the community's long-standing desire for a more visible policing service through their input to shape the 'Local Policing – Closer to You' strategy. There is also evidence that they help, on a day-to-day basis, to ensure that community views shape local policing services, for example through regular member surgeries and by attending community meetings and feeding these views back to the force.

38. Board members also have good working relationships with divisional commanders and engage regularly with local policing team inspectors to communicate and challenge on neighbourhood issues. For example, in Aberdeenshire, board members influenced the local approach to road safety measures.

39. The board also receives other forms of feedback from the community on policing services. Each month, the force carries out a telephone survey of around 200 individuals who have contacted them and the results are included in each quarterly performance report. Board members also receive summarised information on complaints³ in the quarterly performance reports and consider more detailed reports in addition to considering individual cases at the complaints subcommittee.

Grampian Police

The force engages effectively with the community and has a strong commitment to community policing. It captures the views of communities in a structured manner and uses them to inform the force's strategic planning process. The force's community charter clearly sets out its commitments, but does not contain measures to help it assess whether these commitments are being met.

40. The force consults regularly and effectively with members of the public using community groups and key contacts. Feedback had indicated that people wanted increased police visibility in their local communities. This dialogue was a significant driver in the development of 'Local Policing – Closer to You', which was introduced in April 2010.

41. Officers from local policing teams are required to attend all community meetings and record the matters arising from these meetings on a community engagement database. This ensures that issues are logged, tracked and actioned in a systematic way and inform the strategic planning process.

42. The force has incorporated a Communities Charter into the latest version of *Platform for Success*. The charter sets out the force's commitment to the community and contains eight pledges, which members of the public are able to access online. (Exhibit 4).

43. The charter clearly articulates the force's commitments to the community and has the potential to strengthen further the relationship between the force and the communities it serves. The force recognises that it needs to continue with existing work to develop a set of

³ Quarterly performance reports record the number of complaints about police officers and police staff and service complaints received each quarter and the outcome of the complaints. The Complaints subcommittee provides oversight of how complaints are handled by the force and consideration of complaints against chief officers.

Exhibit 4

Communities Charter commitments

We will:

- make sure you know who your local officers are
- make it easy for you to contact us
- be visible and provide reassurance
- attend local meetings and involve communities
- help communities tackle their local problems
- keep you up to date with local policing services
- tell you how we are dealing with community concerns
- work with others to solve local problems.

Source: *Platform for Success*, Grampian Police

performance objectives and measures so that it can assess whether it is meeting its commitments and report these to the board and the public.

44. The force has made significant efforts to engage with some traditionally 'hard to reach' groups within the community. It has increased its engagement with the black and minority ethnic (BME) owned business community in Aberdeen and has actively encouraged the reporting of racially motivated crime, for example with a marketing campaign focusing on local BME owned businesses. Similar engagement efforts have also been taking place in Moray where divisional officers have forged links with the gypsy/travellers community. In Aberdeenshire, the force works closely with the council while the diversity liaison officer works closely with Lesbian Gay Bisexual Transgender (LGBT) Scotland to progress joint training on homophobic hate crime in schools.

Partnership working

Grampian Joint Police Board

Board members are actively involved in community safety partnerships and help to provide community leadership on policing issues. They also work with local divisional commanders and senior officers to identify and develop solutions to local issues. The board's role in providing strategic direction on shared services is limited.

45. Board members are members of the three community safety partnerships covered by the Grampian Police force area. These partnerships help to determine the key strategic objectives for local policing services and inform the relevant priorities contained within the SOAs, which cover partnership work in the council areas of Aberdeen, Aberdeenshire and Moray. Board members monitor performance throughout the year using quarterly performance reports.

46. The force and board's constituent councils work in partnership to share services at a local level, for example by sharing research and analysis support in the form of a partnership analyst post.

47. The role of board members in actively driving the force's strategic approach on shared services is limited. Although the board receives regular update reports on major projects, there is limited evidence of board members providing strategic direction on shared services. Board members have been involved in continuing discussions on the force's future co-location plans with Grampian Fire and Rescue. However, to date, these discussions have not resulted in shared accommodation.

Grampian Police

The force maintains effective working relationships with partners and is achieving positive local outcomes through partnership working at both a strategic and local level.

48. Improving outcomes indicate that the force works effectively with its partners and our survey of partner agencies highlighted that the force has strong working relationships in place. Partnership objectives feature in the force's quarterly performance reports, which contain a core set of outcome measures common to the three SOAs covering the Grampian area.

49. At a strategic level the force's partnership activity is led by the chief constable, who is a member of the North East of Scotland Chief Executive Forum. This is a multi-agency group, which seeks to provide the leadership and direction required to drive partnership activity across the region. Three core strands, service improvement, integration of services and greater efficiencies, underpin the group's work.

50. The force is actively involved in all of the community safety partnerships in Grampian. The partnerships produce their own strategic and tactical assessments and partner agencies share analytical support. All divisions have effective information-sharing protocols in place to support the exchange of necessary information between partners.

51. There are also positive examples of partnership activity at the local level. The force has supported local partnerships by investing resources in community projects. For example, in addition to seconding officers to each of the three local authorities, the force has seconded officers to the Grampian Regional Equality Council and Aberdeen Foyer, a charity that alleviates homelessness.

Performance management and improvement

Grampian Joint Police Board

Board members actively scrutinise force performance using quarterly performance reports. The board's public performance reporting and prioritisation and monitoring of continuous improvement activity is limited.

52. The board receives Quarterly Performance Reports (QPRs) from the force, which provide an overview of performance and reflect national policing priorities, local SOA objectives and the priorities set out in *Platform for Success*.

53. The reports provide members with much of the information they need to monitor the force's performance. Board members actively question and challenge senior police officers at board meetings on both strategic and operational issues. This scrutiny and challenge is constructive and focused on supporting improvement.

54. The QPRs provide a clear summary on many areas of force performance for board members, but some aspects of the performance management framework could be improved. These are covered in more detail in paragraphs 60 to 65.

55. Scrutiny by the Stewardship subcommittee is less focused. The subcommittee uses audit and inspection reports to scrutinise performance and actively questions the force on matters in these reports. However, on other matters, there is a tendency for members to focus on matters of detail rather than challenging on more strategic or significant issues. For example, there are normally very few questions on the regular updates on the strategic risk register, but much comment on any proposals to write-off debts, even for relatively small amounts.

56. The board does not produce an annual performance report and does not feature in the force annual performance report. This means that it is falling short of its public performance reporting responsibilities. Although board members review the force's annual report, they do not provide direct input to the publication. Other police boards typically have a section in force annual reports and this represents an endorsement for the content of the report and/or summarises the board's activity and impact over the year. The absence of the board in the annual report means that their contribution to the governance and accountability of the force is not visible to the public.

57. The board does not have a clear role in directing or monitoring the force's continuous improvement activity. The board receives update reports on individual projects and initiatives and the Stewardship subcommittee considers the force's review programme. There is little evidence to suggest that the board plays an active role in identifying continuous improvement priorities or in monitoring progress on HMICS inspection actions.

Grampian Police

The force's performance reporting arrangements are well structured. Performance reports would support scrutiny and public performance reporting more effectively if they included more comparative information and were more balanced in reporting negative performance.

The force is committed to service improvement and carries out targeted internal reviews and inspections, which are focused around force priorities.

58. The force's performance management arrangements demonstrate a clear integration of strategic priorities, performance monitoring, and public performance reporting. Performance reports cover measures at both divisional and force-wide level and are published on the force website.

59. QPRs contain a good mix of national, regional and local performance measures. The reports are well structured and use a helpful 'traffic light' colour-coding system for a number of measures to help highlight areas of strong or poor performance. The performance report for the fourth quarter for each year forms the force's annual report. Both the force and the board use the reports to monitor performance and this aids the transparency of performance reporting.

60. The reports could be improved as they do not routinely contain 'benchmarks' to help the reader gain a more informed assessment of performance. Board members and the public would be in a better position to assess overall performance if the measures were reported alongside national figures or trends and against specific local objectives, where appropriate.

61. Performance reporting could also be more balanced in the way key issues are presented. Information about both good and poor performance is contained within the report, but the presentation of this information can be quite different. Annual reports clearly highlight areas of strong performance, but areas of poor performance are not highlighted in the same way. For example, the 2009/10 annual report highlights the reduction in all road traffic collision fatalities since 2008/09, but does not give the same prominence to the increase in the number of racist incidents and racist crimes over the same period.

62. Our review of performance reports to the board and the force executive also showed that areas of negative performance are routinely accompanied by explanations of potential causes. This is entirely appropriate, but the explanations in reports we reviewed invariably contained a positive interpretation or explanation of the data being presented. Where performance problems are identified, a fuller explanation of the factors including the challenges facing the force might prompt constructive challenge by board members and help facilitate management intervention.

63. The force has a Development and Governance Department that supports continuous improvement activity. The department uses a systematic approach to both challenge and support the force and acts as an in-house improvement service. Areas of force business linked to force priorities and suitable for improvement activity are identified from divisional and departmental business plans and reviews are then approved by the force executive. This process ensures that improvement activity is linked to force priorities.

Use of resources

Grampian Joint Police Board

The board is meeting its responsibilities by approving annual budgets and in monitoring expenditure and efficiency savings throughout the year. However, with the prospect of significant reductions in the resources available to the force, the board needs to become more proactive in long-term financial planning, and seeking assurance that the force is using its resources efficiently.

64. Board members are fully involved in approving the annual budget for the force and in monitoring expenditure throughout the year. A Budget Working Group, which consists of members and officers, helps set the annual budget, and the board approves its proposals. The board considers revenue and capital budget monitoring reports at each board meeting and these are actively scrutinised by members. The QPRs also provide monitoring information on staffing resources, including sickness absence and turnover. Board members also receive information on efficiency savings, through the Budget Working Group and reports submitted to board meetings.

65. The board has supported shared services, such as the new Child Protection Unit within Moray, the location of community officers within new schools in Aberdeen and through involvement in continuing discussions on the force's future co-location plans with Grampian Fire and Rescue. However, members recognise that there remains significant scope for further shared services in areas such as procurement and fleet management.

66. In the context of major reductions in public expenditure, board members need to become more proactively involved in long-term financial planning. It is widely recognised among members and officers that the current levels of expenditure are not sustainable. In response, the board extended the remit of the Budget Working Group to include medium-term financial planning in January 2010. The scale of the current financial pressures means that efficiency savings alone are unlikely to be sufficient to balance the budget. The board will therefore have a crucial role in providing challenge and seeking assurance that the force is making optimal use of resources, to improve productivity and sustain key services while making efficiencies and reducing expenditure.

Grampian Police

The force has a track record of strong financial management, has sound financial controls in place and has reported efficiency savings in excess of targets in recent years.

Like all public sector organisations, the force is now facing severe financial pressures. The force recognises that it needs a better understanding of what specific activities cost to inform difficult decisions about where resources will need to be directed, in order to sustain performance in priority areas. The force is currently developing a long-term strategy, setting out how it intends to deal with these pressures.

Managing finance

67. Grampian Police had a net revenue budget for 2009/10 of £109.8 million, representing a net increase of around £4.5 million on the previous year. The force's gross expenditure per capita is the lowest in Scotland (Exhibit 5, overleaf).

Exhibit 5**Gross expenditure per capita population on Scottish policing**

Gross expenditure per capita population	2008/09 £'s	2009/10 £s
Central	221	225
Dumfries & Galloway	277	279
Fife	235	235
Grampian	236	218
Lothian & Borders	292	311
Northern	223	237
Strathclyde	265	268
Tayside	241	241
Scotland	258	262

Source: Annual accounts of police boards

68. The force has strong financial controls in place and sound processes for setting and monitoring budgets. The force executive considers monthly monitoring reports. In addition, the deputy director of corporate services and the assistant chief constable also hold quarterly meetings with business area heads to review progress against their business plans.

69. The force has a good record in terms of savings, and has exceeded its savings targets in recent years. In 2009/10, for example, the force reported total savings of £4.4 million, against target of £3.3 million. Savings in 2009/10 have come from a range of initiatives, including reduction of overtime.

70. This strong financial performance has been achieved in a period of growth and increasing resources, for example, the number of police officers has increased from around 1,200 to just over 1,600. The force recognises that the current financial challenges mean that this level

will not now be sustainable. The force has put a number of short-term measures in place to achieve savings. For example, tight controls have been introduced to actively manage vacancies, where a panel must approve any proposals to fill any vacant posts. All divisions have had their devolved budgets cut by ten per cent. There are also tight controls on overtime and the force has reported savings covering both police officers and support staff.

71. The force has strong budgetary control, but, in common with forces across Scotland, has a less developed understanding of the costs of specific policing activities, for example the cost of targeting drug dealing. This makes it difficult to evaluate the relationship between the resources invested and the outcomes achieved by that investment. Prior to the introduction of 'Local Policing – Closer to You', the force conducted work to identify the potential benefits of the new policing model. This work would have been enhanced by a fuller analysis of the potential costs

of the new model and any associated efficiency savings. The force has recognised that improvement is needed in this area and a good understanding of costs will be essential to inform decision-making in the current financial climate.

Managing people

72. The force actively manages its workforce and responds to issues raised by staff. To get feedback from staff, the force carried out staff surveys in 2005 and 2008. The response rate for the 2008 survey was relatively poor with 40 per cent of staff responding compared to 61 per cent in 2005. However, the results from the surveys show that morale within the force is good and staff are generally satisfied with their place within the organisation. The survey highlighted a number of areas for improvement, including the need to better allocate resources. The force responded by forming working groups to progress highlighted improvement areas, each with staff representation and a senior manager as a strategic lead.

73. The force performs well in terms of sickness absence rates. In 2009/10, the proportion of working days lost due to absence in Grampian was lower than the Scottish average for both police officers and police staff. In 2009/10, the absence rate for police officers was 3.5 per cent compared to a Scottish average of 4.1 per cent, and the absence rate for police staff was 4.5 per cent compared to a Scottish average of 5.0 per cent.

74. In 2009, the force conducted a training review, which highlighted a potential mismatch between the force priorities and the training being offered to staff. In response, the FEB approved a number of recommendations early in 2010, including the introduction of a group tasked with reviewing training requests to ensure that they align with force priorities.

75. When setting up 'Local Policing – Closer to You' the local policing teams were all allocated broadly the same level of resources and this has caused some difficulties in terms of resilience with a few areas experiencing significantly higher levels of demand than others. This has resulted in some resource pressures as officers are called away from their own local policing team area to assist with high-priority calls in busier neighbouring areas. A review of the new policing model was carried out during the summer of 2010 and senior officers have identified that some reallocation of resources across policing teams is necessary.

Managing assets and other resources

76. The force maintains an asset register but does not have a long-term asset strategy linked to its strategic priorities and objectives. The force has made some progress on sharing buildings with public sector agencies. For example, several of the new neighbourhood policing teams are located in school buildings around the area.

77. For some years, the force has sought to re-locate to a new headquarters building and has invited various partner agencies to collaborate in the project. The force has clearly been driven in their desire to collaborate in the proposed headquarters development by a clear sense of best value and the need to demonstrate value for money and provide a saving to the public purse. On a number of occasions, however, prospective partners have withdrawn support for the project and the situation remains unresolved. This remains a matter of some frustration for the force.

78. Beyond shared accommodation, the force has made limited progress in sharing other 'back office' functions such as procurement, payroll services and fleet management.

Planning for the future

79. Like all public sector organisations, the force faces significant financial challenges and, at the time of our audit and inspection, the force did not have a long-term strategy setting out how it planned to deal with these challenges.

80. In summer 2010, the force formed a Service Reconfiguration Programme team to ensure that all possible cost and efficiency saving options are being fully explored. The team is examining all aspects of force business and reports to the force executive. The force has also put arrangements in place to brief staff on the financial future of the organisation and the steps it is taking to address the challenges it faces.

81. The force is now developing a longer-term strategy for change, setting out how it intends to respond to the anticipated reductions in public sector budgets. Given the likely scale of the reduction in budgets, the force, the board and its partners will need to consider the strategic vision for policing priorities in Grampian and critically assess how it will deploy the more limited resources if it is to sustain performance in priority areas.

Equalities

Grampian Joint Police Board

The board's role in providing strategic direction or oversight on the equalities agenda is under-developed.

82. The board has had statutory equality schemes in place for gender, race and disability and received monitoring reports for 2009 and 2010, though there is little evidence to suggest it has been actively monitoring these. On 2 July 2010, the board approved a Single Equality Scheme which covers all equalities groups and replaced the individual schemes.

83. The board receives half-yearly equality performance reports on the force's single equalities scheme and regular reports on workforce statistics and trends, but there is little evidence of active scrutiny or challenge of this information.

84. The board has taken limited steps to mainstream equalities. In March 2010, it approved new terms and conditions covering the force to ensure compliance with equal pay legislation and to deliver an appropriate job evaluation scheme. A number of board members involved in the appointment of chief officers have undertaken specific training on equalities issues.

85. In September 2010, the board agreed to introduce a new format for reports by the end of 2010. The new format will require all reports to highlight any equality issues related to the subject of the report.

86. The board needs to provide clearer leadership on equalities issues. It also needs to consider whether it has appropriate measures in place in order to assure itself that any equalities related activity is having the desired impact.

Grampian Police

The force is making good progress in supporting the mainstreaming of equalities. It has invested in developing strategies, systems, processes and standard operating procedures. The force now needs to develop indicators to assess the impact of the investment it has made.

87. The force's Single Equality Scheme 2008–11 extends previous measures, which covered race, gender and disability, to include age, religion, faith and sexual orientation. The force developed the scheme after extensive consultation with staff, community groups and service users.

A diversity group reviews progress on a quarterly basis and the force carries out an annual review of the scheme. The force's aim is to have one 'living document' and action plan to embed equalities considerations into everyday work.

88. The force engages constructively with a range of community groups, including community partnership groups, lay groups, inter-faith groups and other voluntary sector support groups and has diversity and gypsy/traveller liaison officers in the three divisional areas. The force also provides a seconded liaison officer to the Grampian Race Equality Council (GREC) and in June 2009, the force was awarded the Lesbian, Gay, Bisexual and Transgender (LGBT) charter mark.

89. The force has a range of systems and process in place to support the mainstreaming of equalities. It carries out Equality Impact Assessments (EQIAs) for all policies and procedures and it is currently reviewing and updating its EQIA process. In common with other forces, 'respect for diversity' is a core competency within the performance and development review system for staff and it has trained staff. In March 2010, the force delivered EQIA training, and is also involved in the national steering group on diversity training.

90. The composition of the workforce is changing and is in line with the other forces in Scotland. There has been a rise in female officers since 2004/05, 26.4 per cent of the force were women in 2009/10 which is exactly the same as the Scottish national average. The number of officers with declared ethnicity has increased to 1.6 per cent, again this is exactly the same as the Scottish national average in 2009/10.

Sustainability

Grampian Joint Police Board

The board does not have a clearly articulated approach to sustainability.

91. There is limited evidence to suggest that the board has considered its statutory responsibilities to support sustainability in a strategic or structured way. It has shown interest in a number of force initiatives, but these have been considered on a case-by-case basis and there is limited evidence to suggest that the board has set a strategic direction on how it might support sustainability.

92. The board can highlight some individual measures which aim to have a positive environmental impact, for example by reducing energy consumption through car-sharing and video-conferencing. However, these are largely initiatives taken by the force, rather than being driven by any overarching strategic approach agreed by the board. To date there is no evidence that the board has monitored the impact of the measures or the overall trends in the force's energy consumption.

93. There is little evidence that the board has considered what actions it might take to consider the economic or social elements of sustainability. The vision underpinning 'Local Policing – Closer to You' which represents a shift from responsive to preventative policing, supports some of the broader requirements of sustainability, particularly in terms of social sustainability. However, it is not clear that the board has made these links or considered the impact of the policing model from the sustainability perspective.

94. The majority of board members who responded to a survey carried out to inform the audit considered that appropriate sustainability strategies

are in place, but the board has not formally considered or approved a clear force vision on sustainability. The absence of a strategic approach to sustainability limits the board's capacity to provide effective strategic direction and scrutiny in this area.

Grampian Police

The force does not have a coherent strategic approach to sustainability. It is making some progress in terms of environmental sustainability and there are also examples of activity which might be considered to support social and economic sustainability, but these do not take place within a structured framework.

95. Like equalities, sustainability is one of the 'cross-cutting' responsibilities under Best Value. In common with other forces, Grampian does not have a strategic approach for how it intends to fulfil this duty. There are several examples of force activity, which contribute to sustainability, but there is no evidence to suggest these are part of a wider strategic approach. *Platform for Success* contains some reference to environmental sustainability but does not include any detail beyond a commitment to reduce energy consumption and increase waste recycling. There are limited performance measures in place to help the force assess its performance in this area.

96. The absence of a strategic framework means that the force has not set a clear direction for how it intends to support sustainability. This means there is a risk that the force is not planning its activity in a coordinated way and not prioritising or monitoring the work effectively. It also means that the force is not able to assure itself that its actions are having the desired impact and becoming embedded into the culture of the organisation.

97. In terms of environmental sustainability, the force established an environmental action group in 2009. This meets every other month and is involved in promoting a range of 'green' activities such as car-sharing, turning off lights, energy awareness and video-conferencing to reduce unnecessary travel. The force, along with all other Scottish police forces, is involved with the Carbon Trust to develop its carbon management plan.

98. The introduction of 'Local Policing – Closer to You' is an example of the force's commitment to local communities which supports social sustainability, though it is not clear that the force has considered it from this perspective. Senior officers within the force are confident that 'Local Policing – Closer to You', delivered in partnership with other agencies, will provide a degree of community resilience which will, in turn, result in enhanced outcomes for those communities. There are other examples of activities which support social sustainability at the local level through crime prevention measures and diversionary activities. These include the work of the police architectural liaison officer who works with partners to promote crime-prevention through environmental design.

99. In terms of economic sustainability, the force intends to enhance the use of the special constabulary and better integrate the Third Sector into force business. The aim of this is to help ensure that community involvement in the delivery of services becomes mainstreamed, while providing clear economic benefits. The next phase of the force's vision is to approach the private sector to attempt to secure funding for neighbourhood projects through the various corporate community responsibility programmes. This approach has the potential to produce favourable results in the future given the number of multinational companies linked to the oil industry with a presence in the area.

100. The force and the board should review their approach to sustainability in order to set a clear strategic direction and put systems and processes in place to help them review progress and monitor impact. There are examples of activity that support the three elements of sustainable development. However, in the absence of a strategic approach, there is a risk that these activities are not prioritised, coordinated and monitored effectively. The force and the board need to do more to articulate their commitment to sustainability and to develop systems and process that demonstrate the impact of the full range of sustainability activities taking place within the force.

Part 2. Grampian Police performance assessment



Delivering policing plan outcomes

The force and its partners are making good progress on most of the area-wide priorities in the SOAs covering Aberdeen, Aberdeenshire and Moray.

There has been an overall reduction in recorded crime since 2006/07, and crimes of violence, indecency, dishonesty, and reckless behaviour are at their lowest level for seven years. Detection rates have been sustained and are around the national average. Drug enforcement performance declined between 2008/09 and 2009/10 and there have been increases in racially motivated crime and complaints against the police.

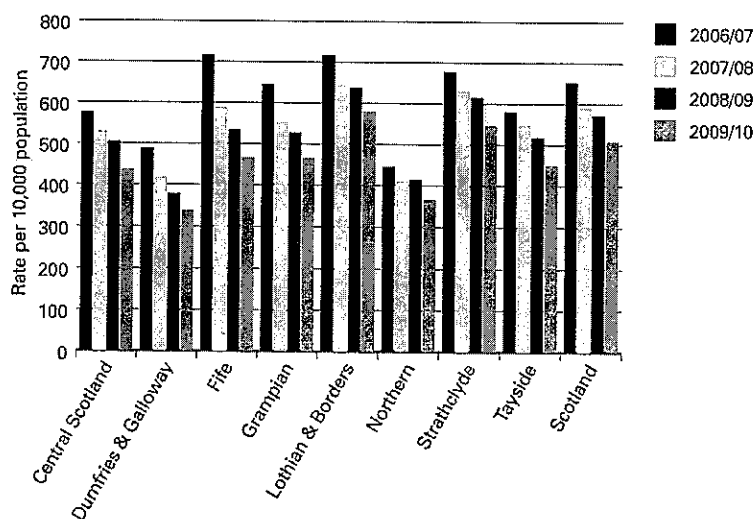
101. The force's strategic plan *Platform for Success* defines the force vision and strategic direction. The plan has evolved over the last five years and it is updated on an annual basis to reflect force values, objectives and community priorities. The force's priorities are reducing violent crime and antisocial behaviour, national security, public protection, controlled drugs (which from 2010/11 also includes serious and organised crime), road casualty reduction, community focus and force reputation.

102. Force performance is reported through QPRs and an annual report which share a common structure and are based around the four areas of policing identified within the SPPF. The performance reports also contain a core set of ten performance measures, which are common to the three SOAs and cover the force area and reflect the force's strategic objectives.

103. The force and its partners can demonstrate progress on these ten measures, the majority of which show a positive direction of travel between 2008/09 and 2009/10. This improvement includes positive progress on reducing antisocial

Exhibit 6

Recorded crimes per 10,000 population 2006/07–2009/10



Source: HMICS (data for SPPF annual performance reports)

behaviour, youth crime and crimes of violence. Further work is needed however to sustain the recent improvements to road safety.

Recorded crime

104. Overall, performance in terms of recorded crime is good. In 2009/10, the number of recorded crimes per 10,000 population in Grampian was lower than the Scottish average (Exhibit 6).

105. The level of recorded crime in Grampian is falling and there has been a 25.8 per cent reduction in recorded crimes of violence, indecency, dishonesty, and reckless behaviour between 2006/07 and 2009/10.

106. Between 2006/07 and 2009/10, the total level of recorded crime across Scotland fell by 19 per cent. The reduction in Grampian was greater than the Scottish average for crimes of indecency and for fire raising, malicious and reckless conduct but less than the average for crimes of violence and dishonesty.

Detection rates

107. The overall crime detection rate in Grampian in 2009/10 was 48 per cent, one per cent lower than the Scottish average.

108. The force has improved the detection rates for crimes of violence, indecency, dishonesty and fire raising, vandalism and reckless behaviour (Crime Groups 1–4) since 2006/07 (Exhibit 7, overleaf).

109. The force detection rates between 2006/07 and 2008/09 were better than the Scottish averages for crimes of violence and fire raising, malicious and reckless conduct, but below average for crimes of indecency and dishonesty. However, in 2009/10 the force's detection rates for these crimes were above, or equal to the Scottish averages.

110. The sections that follow consider the force's performance on its strategic priorities of reducing violent crime and antisocial behaviour, national security, public protection, controlled drugs, road casualty reduction and community focus and

force reputation. Where possible the assessment draws on performance measures over a four-year period and makes comparisons with the Scottish average where appropriate. The force's other strategic priority, efficiency, has been covered in part one of this report.

Violence

The force is performing consistently well in reducing crimes of violence. These are at their lowest level for seven years and detection rates are improving.

111. The force has performed well in its efforts to reduce violent crime and offences have fallen consistently over recent years. In 2009/10, crimes of violence in Grampian were at their lowest recorded level and detection rates were at their highest for seven years.

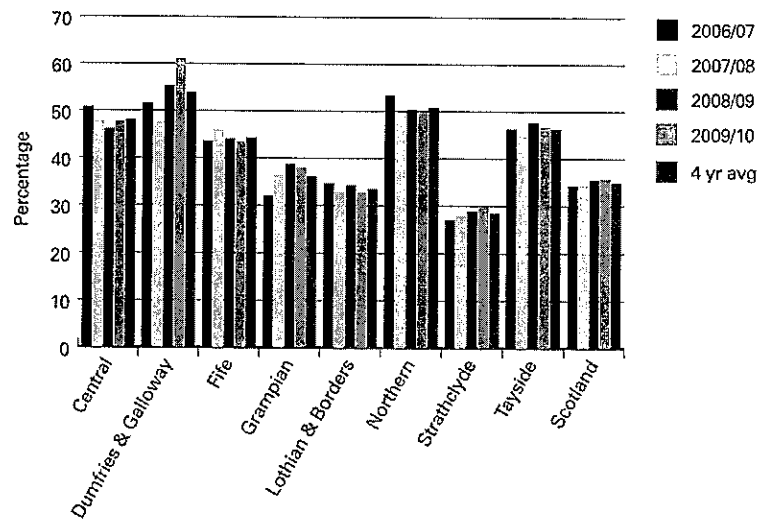
112. The number of recorded crimes of violence fell by 17.6 per cent between 2006/07 and 2009/10. The average detection rate in Grampian between 2006/07 and 2008/09 was 70.4 per cent, significantly better than the Scottish average (Exhibit 8).

113. In 2009/10, there was 14 violent crimes per 10,000 head of population in Grampian, this is significantly lower than the Scottish average of 22. The detection rate in 2009/10 was 84 per cent, which is significantly better than the Scottish average of 67 per cent.

114. During 2009/10, the number of serious assaults fell by 17.8 per cent and the detection rate improved significantly, rising by 14.5 per cent to 90.3 per cent. The force attributes this to proactive policing of new licensing legislation, improved arrangements around door stewarding supported by the Security Industry Authority and by targeting policing around the city and town centres and the weekend night-time economy.

Exhibit 7

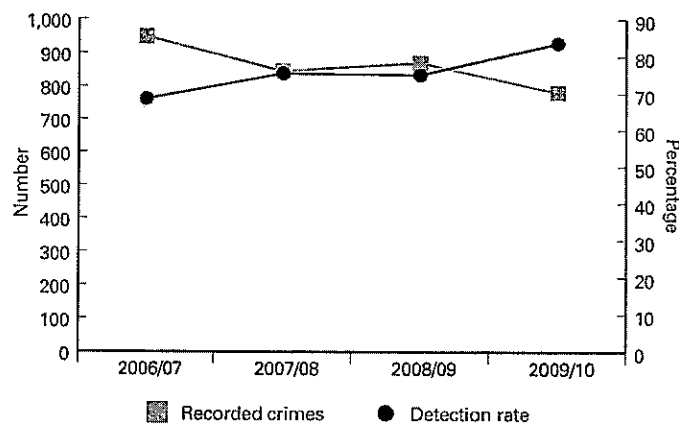
Detection rates for crime groups 2006/07–2009/10



Source: HMICS (data for SPPF annual performance reports)

Exhibit 8

Crimes of violence 2006/07–2009/10



Source: SPPF annual performance reports and Grampian Police annual performance reports

Antisocial behaviour

Antisocial behaviour in Grampian is reducing although detection rates are generally below the national average. The force has been successful in addressing its priority of reducing vandalism. The force works well with its partners in reducing youth-related antisocial behaviour but needs to evaluate the ongoing impact of its diversionary activities for young people more effectively.

115. In 2009/10, antisocial behaviour community crimes⁴ in Grampian fell to their lowest level since 2004/05. This downward trend is encouraging and reflects a concerted effort by the force and its partners to link to the four pillars of the government's antisocial behaviour strategy: prevention, integration, engagement and communication.

116. During 2009/10, there was a significant reduction in the number of recorded antisocial behaviour offences, which fell by 12.5 per cent. Detection rates remained relatively constant over the same period at around 52 per cent. These were below the national average of 67 per cent and the lowest level in Scotland for 2009/10.

117. Vandalism is currently at its lowest level for the past three years. The force has prioritised the reduction of vandalism and has supported this in a number of ways, including a specific vandalism review team. This has been successful and the number of recorded vandalism crimes reduced by 1,850 during 2009/10 to 6,824. Over the same period detection rates also dipped from 31.5 to 28.3 per cent and this is an issue the force needs to address if it is to sustain positive outcomes.

Exhibit 9

'CONTEST 2' strands

- Prevent – terrorism by tackling its causes and the radicalisation of individuals
- Pursue – terrorists and those who sponsor them
- Protect – potential targets of terrorism
- Prepare – to respond to the consequences of a terrorist incident, in order that any disruption is minimised

Source: 'CONTEST 2' Counter Terrorism Strategy, UK Government

118. Detected youth crimes in Grampian decreased by 16 per cent during 2009/10 and the number of children and young people responsible for these crimes also fell by more than 200 during this period. The force's Youth Justice Management Unit has made an effective contribution to this positive trend and is continuing to further strengthen its approach and engagement with partner agencies.

119. The force has worked particularly well with some of its community safety partners to make an impact on antisocial behaviour. Through the Aberdeenshire Community Safety Partnership, the force helped support over 60 'street sports' sessions across Aberdeenshire. These acted as diversionary activities to reduce youth disorder over the summer period and also provided opportunities for partners to give advice on lifestyle issues. As would be expected, these diversionary activities have an immediate positive impact on antisocial behaviour, but the force and its partners need to have more effective arrangements in place to evaluate whether these actions are supporting a more sustained, longer-term improvement in antisocial behaviour.

National security

The force is working with partners to continue to review and develop contingency plans and support national security strategies.

120. The force is committed to the UK Government strategy 'CONTEST 2' (Exhibit 9) and has carried out work in the four strands, 'Prevent, Pursue, Protect and Prepare'. In 2009/10, the main emphasis has been in relation to 'Prevent' where substantial progress has been made on the formation of multi-agency structures to develop responses to potential vulnerabilities and 'Delphinus'⁵ groups are now in place in each of the three local authority areas.

121. The force and its partners continue to develop a range of contingency plans, both locally in terms of potentially vulnerable sites and nationally relative to joint Scottish or UK policing responses. This is particularly relevant to the unique position Grampian Police has in relation to the North Sea oil industry and the additional demand this brings to the force.

⁴ Consistent with Association of Chief Police Officers in Scotland (ACPOS) performance monitoring data, antisocial behaviour crimes are defined as actions that demonstrate a 'disregard for community/personal wellbeing, acts directed at people, environmental damage and misuse of public space.

⁵ 'Delphinus' groups are multi-agency groups based on community safety partnership structures. They are briefed on local threats and vulnerabilities with a view to developing appropriate responses tailored to the local context.

Public protection

The force is working with partners to protect vulnerable people, but needs to develop performance measures so that it can better assess its performance in this area. The number of reported racist incidents and racially motivated crimes has increased significantly, though detection rates have improved.

122. The force is committed to working with partners to improve the protection of children and adults and the monitoring of offenders, to reduce domestic abuse and in supporting the 'Getting It Right For Every Child' agenda. The force and its partners have implemented the recommendations arising from previous HMle Inspections into the provision of services for the protection of children within the three local authorities, as well as the review of the North East of Scotland Child Protection Committee. We found evidence of good joint working with partners to develop the different strands of public protection to meet the significant challenges around child protection.

123. Force performance reports do not include specific and measurable objectives or performance measures in relation to child protection matters, although the management of dangerous offenders is reported as part of the SPPF data.

124. The number of racist incidents in Grampian increased from 440 in 2006/07 to 564 in 2009/10. The number of reported racially motivated crimes has almost doubled from 449 in 2006/07 to 879 in 2009/10. The detection rate for these crimes has improved significantly from 59.9 per cent in 2006/07 to 69.3 per cent in 2009/10 and was better than the Scottish average of 66.5 per cent.

125. The force considers that part of the increase in incidents and crimes is a result of their efforts to improve reporting mechanisms, raise awareness and improve public confidence in this area. It has also cited changing demographics in the population mix in Aberdeen as an influencing factor. The force needs to further analyse the reasons for the increases so that it can understand what lies behind them and respond appropriately.

126. The force's annual performance report contains limited measures on public protection beyond the statistics relating to racially motivated incidents and crimes. It should consider making better use of measures to help manage performance and support effective scrutiny in this area, for example domestic abuse and child protection issues.

Controlled drugs

Overall, performance declined in all aspects of drug enforcement during 2009/10. This downturn in performance is set against a backdrop of above average drug dependency rates within parts of the force area. This trend was also observed in a number of other Scottish police forces.

127. The force has made controlled drugs a priority for a number of years. Between 2008/09 and 2009/10, the total number of drugs possession charges fell from 2,235 to 1,836. The reduction was most marked in relation to the supply and possession of Class A drugs where the number of offences for supply and possession has fallen from 586 in 2006/07 to 435 in 2009/10. The amount of drugs seized also fell between 2006/07 and 2009/10.

128. A force-wide initiative carried out during the fourth quarter of 2009/10 to generate more activity, resulted in an increase in supply and possession charges during that period. Despite

this, the force fell short of the previous performance in this area of business over the full year.

129. Aberdeenshire suffered the second highest rate of cocaine-related deaths in Scotland in 2007. In Aberdeen the proportion of the population hospitalised for drug-related conditions is higher than the Scottish average, yet drug-related deaths within the force area fell from 46 in 2008/09 to 39 in 2009/10. This may be indicative of partnership activity aimed at combating drugs misuse beginning to have an impact.

130. The national process for identifying and mapping serious and organised crime groups (OCGs) has been embraced by the force and is reflected in the change to this priority in *Platform for Success 2010/11*. The force has restructured its Crime Management Operations to manage this transition and deliver on the Scottish Government strategy 'Letting Our Communities Flourish'. New Major Investigation Teams will support efforts to tackle serious criminality and aim to make Grampian a hostile environment for criminals. It is important that the force maintains focus on drugs while also addressing wider criminality of the OCGs and develops appropriate performance measures to track and report on progress.

Road casualty reduction

The force has achieved small year-on-year reductions in road fatalities. The number of accidents resulting in death or serious injury increased significantly between 2006/07 and 2008/09, though it fell slightly in 2009/10. Although the force works with partners to target drivers who present the greatest risk and reduce collisions, overall roads policing activity has reduced, resulting in falls in detected and drink driving offences between 2008/09 and 2009/10.

131. The total number of road traffic accidents resulting in death or serious injury rose sharply between 2006/07 and 2008/09, though this fell between 2008/09 and 2009/10 (Exhibit 10). Most of the increase was a result of the increase in adults seriously injured which rose from 188 to 343 over a three-year period.

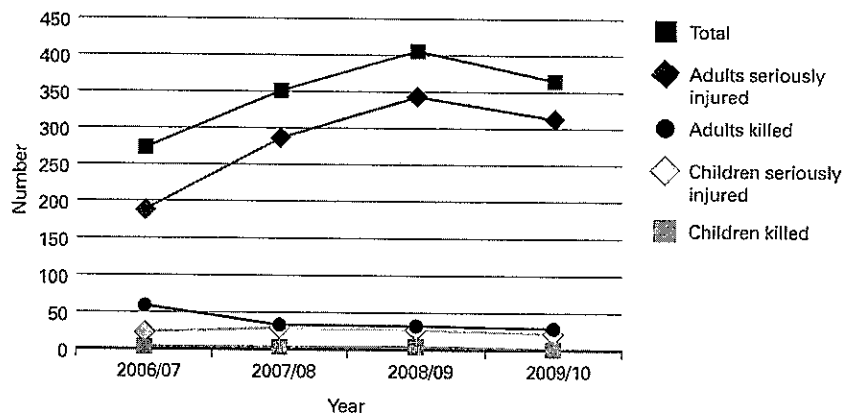
132. Between 2006/07 and 2009/10, the total number of people killed fell by 32 from 62 to 30, and the number of children who were killed or seriously injured fell from 23 to 22. In 2009/10 the number of people killed or seriously injured per mVkm⁶ was higher in Grampian than anywhere else in Scotland. The force has been concerned at the high level of young drivers who have been involved in traffic collisions and has been focusing its attention in this area. Work with the Crown Office and Procurator Fiscal Service (COPFS) on a Young Driver Diversion Scheme is being trialled during 2010/11.

133. The number of detected offences which are known to contribute towards road casualties⁷ all fell between 2008/09 to 2009/10 and detected road traffic offences overall fell from 21,449 to 15,612. There has also been a reduction in the number of drink drivers brought to justice, which fell from 1,071 in 2008/09 to 881 in 2009/10.

134. The number of proactive enforcement operations, high visibility patrols and the numbers of people receiving education activity also fell between 2008/09 and 2009/10.

135. It is important that the force considers whether it is committing sufficient resources to continue the recent improvement in performance on road casualties. Although 2009/10 offered an improvement on the previous year, it was still higher than 2006/07 and 2007/08.

Exhibit 10
Road traffic accidents in Grampian



Source: Grampian Police annual performance reports

Force reputation, standards and community focus

Force performance on answering and dealing with emergency and non-emergency calls is improving and the force is responding to emergency incidents more quickly. Public confidence in the force is slightly below the national average but satisfaction rates are high and improving. Complaints against the police are increasing year-on-year.

136. The force is improving its responsiveness to emergency calls. In 2006/07 it answered 89.9 per cent of 999 calls within ten seconds and this has risen to 96.2 per cent in 2009/10. This exceeded the national target of 90 per cent, and was better than the Scottish average of 94.7 per cent.

137. The force responded to 92.4 per cent of emergency incidents within its target response times in 2009/10. The force also exceeded its ten-minute response target and average emergency response times have improved year-on-year.

138. The force answered 97.6 per cent of non-emergency calls in 2009/10 and 90.9 per cent of these were answered in under 40 seconds. This is an improvement in performance compared to 2008/09, in this critical initial contact.

139. The Scottish Crime and Justice Survey data for 2009/10 reported on public confidence on a number of aspects of forces nationally (Exhibit 11, overleaf). This indicated that public confidence in the Grampian force was slightly below other forces across Scotland.

140. The people of Grampian are generally positive about the force. In 2009/10, the satisfaction rates in Grampian covering initial contact, the actions taken by officers to resolve enquiries, the way in which people were treated and overall satisfaction with the way in which the force dealt with the matter were the highest in Scotland. The force had adopted a phone survey methodology, which attracted a higher response rate compared to other forces who

6 Million vehicle kilometres travelled.

7 This includes dangerous driving, careless driving, the use of mobile phones, speeding and seatbelt offences.

typically use a postal survey. In 2009/10, satisfaction rates improved for all of these indicators apart from one. Public satisfaction with the way the force dealt with matters overall improved from 84.3 per cent in 2008/09 to 86.0 per cent in 2009/10, but the proportion of people who felt they had been kept adequately informed fell slightly.

141. The number of complaints against police officers has increased year-on-year (Exhibit 12) and has risen by 69 per cent between 2006/07 and 2009/10.

142. In 2009/10, there were 31 complaints per 10,000 incidents; this was significantly higher than the Scottish average of 17.5 and was the second highest in Scotland. The force considers that members of the public have confidence in the force's willingness to deal with complaints and are therefore more prepared to make complaints. Evidence suggests that the force is meticulous in recording complaints and this, coupled with changes in recording processes, may account for some of the increase. However, other forces are also implementing changes to recording systems but have not experienced the same level of increase. The Police Complaints Commissioner will examine this issue in depth in his annual report and provide a comparison with other Scottish forces.

143. Between 2006/07 and 2009/10, the proportion of reports the force submitted to the procurator fiscal within the 28-day deadline rose from 80.7 per cent to 94.5 per cent. This was significantly better than the Scottish average of 88.6 per cent.

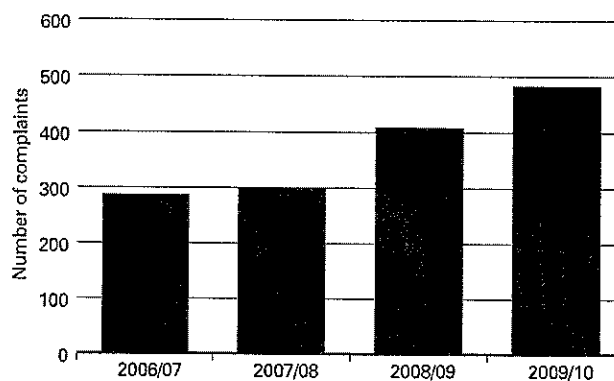
144. Performance in terms of reports submitted to the Children's Reporter has also improved but was slightly below the national average in 2009/10. The force submitted 79.5 per cent of reports within 14 days in 2006/07 and this has risen to 82.5 per cent in 2009/10.

Exhibit 11 Public confidence

Public confidence in the force's ability to ...	Grampian (%)	Scotland (%)
Prevent crime	48	48
Respond quickly to appropriate calls and information from the public	56	58
Deal with incidents as they occur	59	61
Investigate incidents after they occur	66	68
Solve crimes	61	60
Catch criminals	57	57

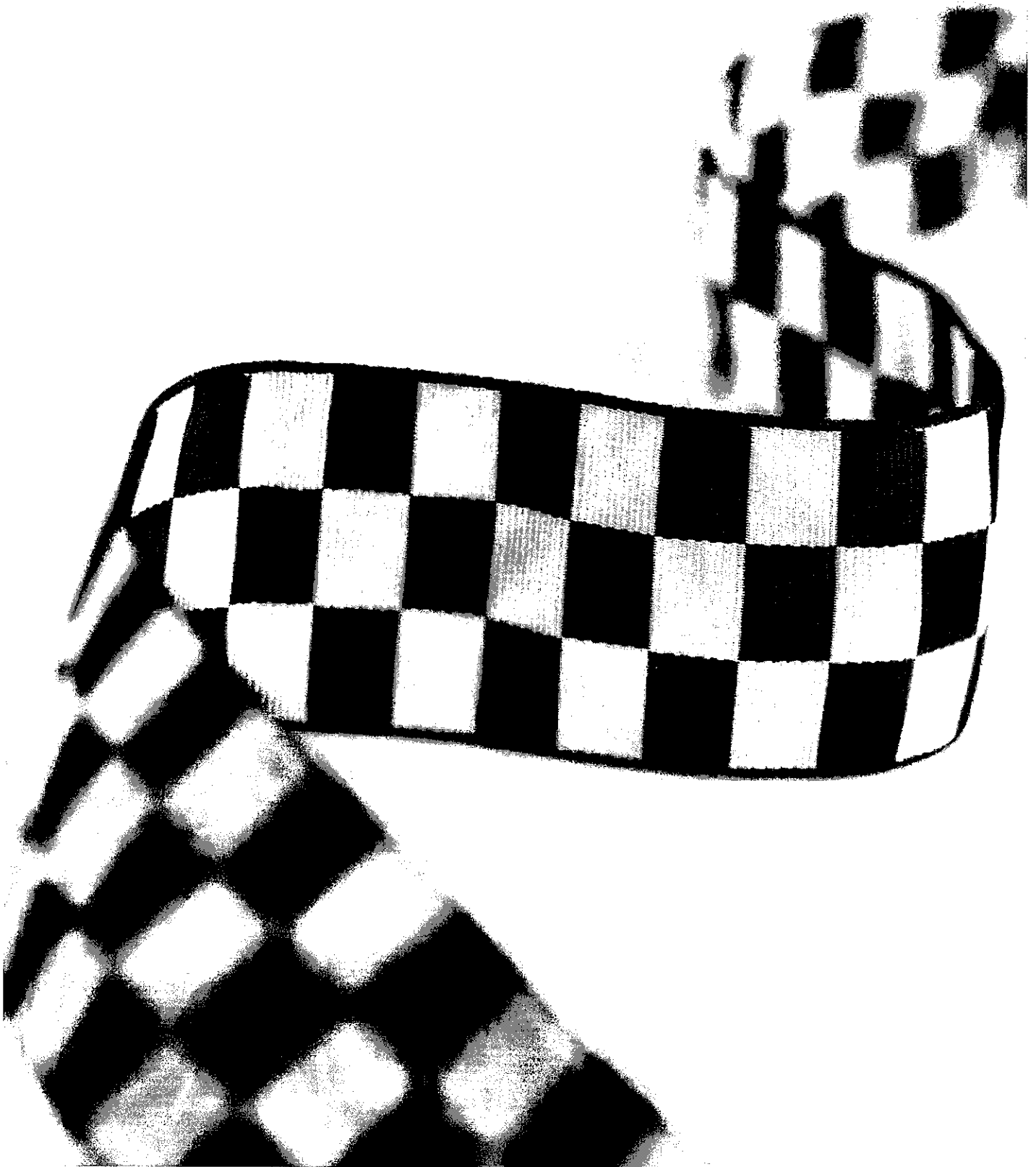
Source: *Scottish Crime and Justice Survey 2009/10*, Scottish Government, November 2010

Exhibit 12 Complaints



Source: Grampian Police annual performance reports

Part 3. Improvement recommendations



The improvement programme

145. Continuous improvement in public services and local governance are central to the Best Value and Community Planning Policy Framework. In striving to achieve the highest possible standards of service, members of the joint board must focus on key policy objectives and the needs of service users and

communities. This requires a culture where areas in need of improvement are identified and openly discussed and in which service performance is constructively challenged.

146. Grampian Police and the Joint Board are aware of the key areas where improvements are needed and are addressing them.

147. Grampian Joint Police Board and Grampian Police must work together and take shared responsibility in order to deliver best value to the communities of Aberdeen, Aberdeenshire, and Moray. The table below sets out the key areas where the force and the board need to improve.

Improvement agenda

Grampian Joint Police Board

1. The board must ensure that it delivers an effective ICVS.
2. The board needs to become more proactive in long-term resource planning to help ensure priority areas are resourced appropriately.
3. The board should complete the review of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship subcommittees.
4. The board should consider recommendations of the review of the administrative support and training and development arrangements to ensure these are being resourced appropriately.
5. The board should engage more proactively with the force on the prioritisation, scope and monitoring of improvement work.
6. The board should strengthen its leadership and scrutiny of equalities issues.

Grampian Police

1. The force needs to get a clearer understanding of the costs of areas of activity in order to demonstrate the link between resources and results, and help to inform decisions about how resources are prioritised.
2. The force should use more comparative information to improve the quality and balance of performance reporting.
3. The force needs to develop outcome-focused equalities measures in order to assess the impact of its work in this area.
4. The force needs to further analyse the reasons for the increase in complaints and racially motivated crime and respond accordingly and assess whether it is deploying resources appropriately on tackling controlled drugs and road traffic accidents.

Joint improvements

1. The board and the force should review the content of the annual public performance report to ensure that it provides a summary of the board's activities and its impact.
2. The board and the force should develop a strategic approach to sustainability to ensure that the economic, social and environmental aspects are considered.

Appendix 1.

Expectations of police authorities

The Scottish Government has issued two main sources of guidance on the role of elected members and police authorities:

- Circular 11/2003, *Implementing Best Value in the Scottish Police Service*, issued in December 2003.
- *Guidance for Members of Police Authorities and Joint Police Boards*, issued in June 2007.

Taken together, these two documents set out six main areas of activity for police authorities and their members:

- Police authorities need to pursue best value in tandem with chief constables who are responsible for police operations in their force. Members of the police authorities should take joint responsibility for the overarching plan to achieve best value and other duties in the force, and work with the chief constable to ensure that it is carried out effectively.
- Best value requires elected members and senior managers to develop a vision of how best value will contribute to the corporate goals of the authorities, inform the direction of services and be communicated to staff.
- Police authorities are expected to demonstrate responsiveness to the needs of the public and other stakeholders. Plans, priorities and actions should be informed by an understanding of those needs. Police authorities may make clear publicly how they engage and work with chief constables delivering, and reporting on, best value. They have a particular role to play in ensuring effective public consultation on aspects of policing.
- It is a matter for each authority to determine how it fulfils these roles. However, one option might be for the police authorities to contribute to and endorse the chief constable's annual plan.
- Members of the police authorities should be able to demonstrate that they are making the best use of public resources and demonstrate an approach to review that is rigorous, robust and covers all aspects of their work.
- Police authorities need to make sure that the force collects and reports good-quality performance data to them. Police authorities should analyse the data and any accompanying commentary. They may then want to investigate further by asking questions of the chief constable as part of a continuous discussion and review of force performance.

Grampian Police and Grampian Joint Police Board

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Audit Scotland, 110 George Street, Edinburgh EH2 4JH
T: 0131 461 1010 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk

1st Floor West, St Andrew's House,
Regent Road, Edinburgh EH1 3DG
T: 0131 244 6614 E: hmics@scotland.gosh.gov.uk
www.scotland.gov.uk/hmics

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Keeping our communities safe

COMMITTEE: GRAMPIAN JOINT POLICE BOARD
DATE: 04/03/2011
TITLE OF REPORT: Quarter 3 Force Performance Report
REPORT NUMBER «ReportNumber»

1. PURPOSE OF REPORT

- 1.1 The Force Quarter 3 Performance Report summarises the Force's performance during quarter 3 2010/11. The report should be considered in conjunction with 'Sustaining and Developing our Platform for Success 2010/11', which outlines the Force's strategic direction for the fiscal year.
- 1.2 The report complies with auditors' requirements to provide updates on performance against indicators and presents information in line with previous reports submitted to the Grampian Joint Police Board.
- 1.3 The statistical information contained in this report and the means of accessing more detailed information, will be made available to the public on the Force website (www.grampian.police.uk).
- 1.4 Due to the timelines of previous Grampian Joint Police Board meetings and the publication of performance reports, the Quarter 2, which the Board has been unsighted on, has now been superseded by the Quarter 3 report, which contains data from the Quarter 2 report. The Quarter 2 report is available for any members if required.

2. RECOMMENDATION(S)

This report is submitted for the approval of the Grampian Joint Police Board.

3. FINANCIAL IMPLICATIONS

N/A

4. SERVICE & COMMUNITY IMPACT

N/A

5. OTHER IMPLICATIONS

N/A

6. REPORT

Performance Summary

Our overall performance in relation to crimes and offences in quarter 3 has improved since quarter 2.

Service Response

The way in which Grampian Police responds to demands continues to be positive. The majority (97.8%) of 999 calls continue to be answered within 10 seconds. This is against a background of increasing demand, with over 14,000, 999 calls received in quarter 3.

We continue to respond to emergency incidents within the target times of 10 minutes in Aberdeen and 25 minutes in Aberdeenshire and Moray.

Complaints at Low Level

The overall number of allegations dealt with involving on and off duty Police Officers and Police Staff is at the lowest level since the start of 2009/10.

Public Satisfaction

Satisfaction with initial Police contact has reduced slightly in quarter 3, as has satisfaction with action taken to resolve enquiries. However, the number of survey respondents who were kept adequately informed on progress has increased, along with satisfaction by treatment from Officers who attended.

Recorded Crime Down Compared to Last Quarter

Compared to quarter 2 this year, recorded crime has fallen in all crime groups, with detection rates improving for crimes of violence, dishonesty, fireraising, reckless and malicious conduct and miscellaneous offences.

A number of external factors such as disclosure legislation, solicitor access for suspects and the introduction of the Sexual Offences (Scotland) Act 2009 have, and will continue to impact on detection rates. To alleviate this impact, we will continue to maximise on all investigative opportunities to improve detection rates.

Reduction in Antisocial Behaviour Community Crimes

Compared to quarter 2 this year, ASB community crimes have reduced by 25%. Detection rates have also improved and are at the highest level since quarter 4 last year. To combat antisocial behaviour over the festive season we ran a number of operations and initiatives throughout the Force, which resulted in reduced ASB and violence. The severe weather in quarter 3 may also have impacted on the number of crimes occurring. Throughout the year, Local Policing Teams have strived to reduced antisocial behaviour within local communities.

Vandalism in quarter 3 is shown in green for the first time in 3 quarters, an indication of our excellent performance.

Organised Crime Groups Dismantled

During quarter 3, following a number of Operations targeting organised crime groups, 7 members of one OCG were sentenced to a total of 43 years in prison. A further operation was concluded with 18 individuals arrested and large quantities of cash and controlled drugs seized. We will continue to make Grampian a hostile environment for OCGs.

Serious Assaults at Lowest Level since 2007/08

The number of Serious Assaults recorded in quarter 3 reduced from quarter 2 and was the lowest quarterly figure since the start of 2007/08. Detection rates also increased from quarter 2.

Robberies Increased

The number of Robberies has increased, whilst the detection rate has decreased. To combat this, we will be redeploying Operation Berlin staff to maximise detections in coming months.

Higher Number of Fatal Road Collisions

Eleven adults lost their lives on Grampian's roads in quarter 3. This is the highest number since the start of 2009/10. We will continue to educate drivers in a bid to reduce these fatalities.

Fewer Police Officers and Police Staff

Twenty one Police Officers and 25 members of Police Staff left the organisation in quarter 3. We will work hard to ensure our performance is maintained, despite a reduction of personnel within the organisation.

7. REPORT AUTHOR DETAILS

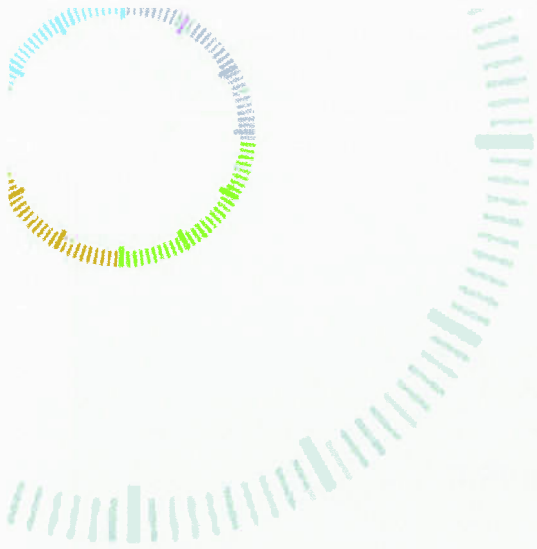
Strategic Planning and Performance Unit, Development and Governance,
Grampian Police.

8. BACKGROUND PAPERS

N/A

Chief Constable

«Date»



***Sustaining and Developing
our Platform for Success
2010/11***

Quarter 3 Performance Report



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Keeping our communities safe

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1. INTRODUCTION & EXECUTIVE SUMMARY

1.1 INTRODUCTION

This report refers to quarter 3 of the financial year 2010/11 (1 October 2010 – 31 December 2010).

'Sustaining and Developing our Platform for Success' was published on 1 April 2010. It continues to promote the Force Mission and the strategy for delivery, upon which this Quarterly Report is focused. The Force Mission is being achieved through delivery of the Force Priorities, which include crime/disorder and business/organisational issues. The purpose of this report is to inform the Force Executive Board (FEB) and the Grampian Joint Police Board (GJPB) of progress towards achieving that Mission.

This report is structured around the four 'areas of policing' identified within the Scottish Policing Performance Framework (SPPF), i.e. Service Response, Public Reassurance and Community Safety, Criminal Justice and Tackling Crime, and Sound Governance and Efficiency. Together, these represent the full range of policing related activities of Grampian Police and our partners. Each area of policing is covered by one section of this report.

The Force Priorities fit within the framework, as shown overleaf, for 2010/11. National Indicators (NI) are included within each section of the report, as are a range of Local Indicators (LI). Force level information is further broken down to Local Authority and lower local levels within divisional Public Performance Reports (PPR) and these indicators are highlighted with the PPR acronym. Further information on these, or any indicators, can be obtained by contacting Superintendent MacColl, at Willie.MacColl@grampian.pnn.police.uk.

Where possible, indicators have been highlighted as being included in Single Outcome Agreements (SOAs), so that progress on these can be monitored throughout the year.

As the new financial year began, the Force's 3 year average baselines and aspirational performance levels were revised. The continuing trend of improving performance across the Force over the last few years is contributing to making baseline and aspirational performance even more challenging.

NOT PROTECTIVELY MARKED

	Service Response	Public Reassurance & Community Safety	Criminal Justice & Tackling Crime	Sound Governance & Efficiency	Context
Force Priorities	<ul style="list-style-type: none"> Community Focus Force Reputation & Standards 	<ul style="list-style-type: none"> Antisocial Behaviour National Security Public Protection Road Casualty Reduction 	<ul style="list-style-type: none"> Serious Organised Crime & Drugs Violence 	<ul style="list-style-type: none"> Efficiency and Productivity 	
SPPF National Indicators	<ul style="list-style-type: none"> Complaints about police officers and police staff Quality of Service complaints User satisfaction with service provided <i>Public confidence in the police</i> Proportion of 999 calls answered within 10 seconds Time taken to respond to emergency incidents Handling of non-emergency calls 	<ul style="list-style-type: none"> Number of recorded crimes and offences and detection rates Number of racist incidents, racially motivated crimes and detection rates Number of recorded ASB community crimes and offences and detection rates Level of detected youth crime Number of persons killed and injured in road accidents <i>Offenders managed under MAPPA who are re-convicted or breach conditions</i> <i>Perception of general crime rate in local area</i> <i>Victimisation rates for personal and household crime</i> <i>Level of personal and household crime and the proportion reported to the police</i> <i>Volume of forensic services provided</i> Number of Special Police Constables and hours they are on duty 	<ul style="list-style-type: none"> <i>Percentage of criminal cases dealt with in 26 weeks</i> <i>Overall re-conviction rate</i> <i>Value of net criminal assets identified for restraint through criminal proceedings by the SCDEA</i> Number and percentage of reports submitted to the Procurator Fiscal within 28 calendar days Number and percentage of reports submitted to the Children's Reporter within 14 calendar days <i>Number of individuals reported to the Procurator Fiscal where proceedings were not taken</i> Weight of Class A drug seizures and number of supply and possession with intent to supply offences recorded Use of Police Direct Measures 	<ul style="list-style-type: none"> Value of efficiency savings generated by Forces <i>Value of efficiency savings generated by the SPSA</i> Proportion of working time lost to sickness absence Turnover rates for police officers and police staff Proportion of salary costs accounted for by overtime <i>Scottish Police College course utilisation rate</i> Number of police officers and police staff Staffing profile by declared disability, ethnicity and gender Expenditure on salaries, operating costs and capital Expenditure per resident <i>SPSA expenditure</i> 	<ul style="list-style-type: none"> Number of telephone calls and incidents Number of sudden deaths reported to the Procurator Fiscal Number of missing person incidents Number of registered sex offenders in the community Number of domestic abuse incidents Number of problem drug users Number of individuals brought into custody Number of Freedom of Information requests and questions
Local Indicators		<ul style="list-style-type: none"> ASB Incidents Vandalism Proactive Enforcement Operations & High Visibility Patrols Legal Services 	<ul style="list-style-type: none"> Local Drug Indicators Violence Serious Assault Robbery Use of alternatives to court: Undertaking Cases 	<ul style="list-style-type: none"> Recruitment Staff Performance 	<ul style="list-style-type: none"> Number of CrimeFiles Number of missing persons and levels of risk Number of Drug Related Deaths Disclosure Legal Services

Indicators in italics are reported on centrally by other agencies - data not available for this report.

1.2 EXECUTIVE SUMMARY

Our overall performance in relation to crimes and offences in quarter 3 has improved since quarter 2.

Service Response

The way in which Grampian Police responds to demands continues to be positive. The majority (97.8%) of 999 calls continue to be answered within 10 seconds. This is against a background of increasing demand, with over 14,000 999 calls received in quarter 3.

We continue to respond to emergency incidents within the target times of 10 minutes in Aberdeen and 25 minutes in Aberdeenshire and Moray.

Complaints at Low Level

The overall number of allegations dealt with involving on and off duty Police Officers and Police Staff is at the lowest level since the start of 2009/10.

Public Satisfaction

Satisfaction with initial Police contact has reduced slightly in quarter 3, as has satisfaction with action taken to resolve enquiries. However, the number of survey respondents who were kept adequately informed on progress has increased, along with satisfaction by treatment from Officers who attended.

Recorded Crime Down Compared to Last Quarter

Compared to quarter 2 this year, recorded crime has fallen in all crime groups, with detection rates improving for crimes of violence, dishonesty, fireraising, reckless and malicious conduct and miscellaneous offences.

A number of external factors such as disclosure legislation, solicitor access for suspects and the introduction of the Sexual Offences (Scotland) Act 2009 have, and will continue to impact on detection rates. To alleviate this impact, we will continue to maximise on all investigative opportunities to improve detection rates.

Reduction in Antisocial Behaviour Community Crimes

Compared to quarter 2 this year, ASB community crimes have reduced by 25%. Detection rates have also improved and are at the highest level since quarter 4 last year. To combat antisocial behaviour over the festive season we ran a number of operations and initiatives throughout the Force, which resulted in reduced ASB and violence. The severe weather in quarter 3 may also have impacted on the number of crimes occurring. Throughout the year, Local Policing Teams have strived to reduce antisocial behaviour within local communities.

Vandalism in quarter 3 is shown in green for the first time in 3 quarters, an indication of our excellent performance.

Organised Crime Groups Dismantled

During quarter 3, following a number of Operations targeting organised crime groups, 7 members of one OCG were sentenced to a total of 43 years in prison. A further operation was concluded with 18 individuals arrested and large quantities of cash and controlled drugs seized. We will continue to make Grampian a hostile environment for OCGs.

Serious Assaults at Lowest Level since 2007/08

The number of Serious Assaults recorded in quarter 3 reduced from quarter 2 and was the lowest quarterly figure since the start of 2007/08. Detection rates also increased from quarter 2.

Robberies Increased

The number of Robberies has increased, whilst the detection rate has decreased. To combat this, we will be redeploying Operation Berlin staff to maximise detections in coming months.

Higher Number of Fatal Road Collisions

Eleven adults lost their lives on Grampian's roads in quarter 3. This is the highest number since the start of 2009/10. We will continue to educate drivers in a bid to reduce these fatalities.

Fewer Police Officers and Police Staff

Twenty one Police Officers and 25 members of Police Staff left the organisation in quarter 3. We will work hard to ensure our performance is maintained, despite a reduction of personnel within the organisation.

2. SERVICE RESPONSE

The area of Service Response relates to how Grampian Police respond to the public. The priorities identified to deliver a high standard of Service Response are *Community Focus* and *Force Reputation & Standards*.

2.1 COMMUNITY FOCUS

- Engage and work with partners and the community, to deliver improved policing services based on the principles of a community focused approach.

Proportion of 999 calls answered within 10 seconds (NI) (PPR)

Proportion of 999 Calls Answered within 10 seconds	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total 999 calls	14900	15039	13984	12595	13595	13168	14169
Answered within 10 seconds	14087	14493	13452	12355	13205	12854	13851
% Answered within 10 seconds	94.5%	96.4%	96.2%	98.1%	97.1%	97.6%	97.8%

National Target – 90%.

The percentage of 999 calls answered within 10 seconds increased again in quarter 3 to 97.8%. This is the second highest level since the start of 2009/10.

97.8% of all 999 calls were answered within 10 seconds.

Time taken to respond to emergency incidents (NI) (PPR) (In Grampian Police, this refers to 'Grade 1' calls where an emergency response is required)

Time Taken to Respond to Emergency Incidents	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total number of emergency response incidents	1277	1189	1185	1061	1268	1221	1148
Total number responded to within Force target response time*	1172	1093	1099	988	1168	1138	1065
% responded to within Force target response time	91.8%	91.9%	92.7%	93.1%	92.1%	93.2%	92.8%
Average response time (minutes/seconds)**	6m34s	6m32s	6m12s	5m59s	6m16s	6m13s	6m25s

*The Force target response times for Grade 1 incidents are 10 minutes for Aberdeen Division and 25 minutes for Aberdeenshire and Moray Divisions.

**This relates to the average response times for all Grade 1 incidents as per the National Indicator. In quarter 3, the Aberdeen Division average response time was 4m58s, for Aberdeenshire it was 9m21s and it was 7m23s in Moray Division.

92.8% of emergency response incidents were responded to within the Force target time in quarter 3. The average response time has increased by 12 seconds to 6 minutes, 25 seconds. All Divisions average response times were within the targets of 10 minutes for Aberdeen Division and 25 minutes for Aberdeenshire and Moray Divisions.

92.8% of emergency incidents were responded to within Force target response times.

Handling of non-emergency calls (NI) (PPR)

Non-Emergency Call Performance	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Non-emergency calls received	94258	92460	86004	82331	93437	90803	84561
Non-emergency calls answered	91470	89841	84078	80981	91993	88555	82978
% Answered	97.0%	97.2%	97.8%	98.4%	98.5%	97.5%	98.1%
Number of calls abandoned/lost	2788	2619	1926	1350	1444	2248	1583
% Abandoned/lost	3.0%	2.8%	2.2%	1.6%	1.5%	2.5%	1.9%
Number of calls answered within 40 seconds	84152	81438	79116	78052	85449	82919	78930
% of non-emergency calls answered within 40 seconds	89.3%	88.1%	92.0%	94.8%	91.5%	91.3%	93.3%

This indicator relates to calls handled by the Force Service Centre (FSC) and not those received directly at stations.

A call is considered answered when a member of staff speaks to the caller.

It has been agreed nationally by practitioners that targets for answering calls are for 92% of all calls to be answered and for 90% of calls answered to be answered in less than 40 seconds.

In quarter 3, 98.1% of non emergency calls were answered, which is an increase of 0.6% compared to quarter 2. 93.3% of these calls were answered within 40 seconds.

98.1% of non-emergency calls were answered, with 93.3% answered within 40 seconds.

During quarter 3 the FSC dealt with 4088 emails, a decrease of 18.9% from quarter 2. As mentioned in the quarter 2 report, an internal counting disparity accounted for the high number of emails in quarter 2. This disparity has been resolved and the quarter 3 figure appears to be more comparable with the quarter 1 figure of 4533.

2.2 FORCE REPUTATION AND STANDARDS

- Maintain professional and ethical standards of behaviour from all our staff in order to improve the delivery of quality policing services and to enhance public trust and confidence.

Complaints about Police Officers and Police Staff (NI) (PPR) and Quality of Service Complaints (NI) (PPR)

Complaints	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Complaints	160	159	160	152	171	143	148
Complaints per 10,000 population**	2.96	2.95	2.96	2.82	3.14	2.62	2.72
Number of on duty closed allegations	239	208	211	293	216	194	185
Number of off duty closed allegations	8	6	7	9	9	7	1
Number of closed allegations where action is taken*	67	57	69	46	59	34	25
Number of Quality of Service closed allegations	78	63	66	78	35	42	36
Number of Quality of Service closed allegations per 10,000 population**	1.45	1.17	1.22	1.45	0.64	0.77	0.66

Complaints within this indicator refer to on duty, off duty and quality of service complaints

**Action includes action by Crown Office Procurator Fiscal Service, action in terms of police conduct regulations/staff discipline procedures or action outwith police conduct regulations/staff discipline procedure, e.g., diversion to training or redeployment.*

*** Population in Grampian 2009/10 – 539630, 2010/11 - 544980*

Amendments to the SPPF for 2010/11 reflect that the total number of complaints now includes Quality of Service allegations, as well as on and off duty complaints. As such, the figures for total complaints have been updated for previous quarters to reflect the new counting rules. Furthermore, as detailed in the 2009/10 Annual Report, complaints are now counted per 10,000 population rather than per 10,000 incidents. This will provide a more balanced picture of complaints across Scotland.

In quarter 3, 2.72 complaints per 10,000 population were recorded. This is an increase of 0.1 per 10,000 population when compared to quarter 2 and the second lowest figure since quarter 1 2009/10.

The number of on and off duty closed allegations are at the lowest levels since the start of 2009/10 at 185 and 1 respectively. The number of closed allegations where action is taken has also reduced from 34 in quarter 2 to 25 in quarter 3 and is at the lowest level since the start of 2009/10.

User satisfaction with service provided (NI) (PPR)

Statistics on the level of service user satisfaction are required to be reported on an annual basis to the Scottish Government and other authorities. Gathering this data involves telephone surveys conducted by the FSC, who aim to carry out 200 surveys each month (600 per quarter) of individuals who have been in contact with Grampian Police. Statistics for previous quarters are regularly updated as surveys for previous quarters are completed. Statistics for the current quarter will also change in subsequent quarters once all surveys are completed.

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The figures provided below relate to surveys conducted with individuals who contacted Grampian Police between July and September 2010 with the survey results compiled during quarter 3.

Of the 672 people who were contacted and asked to participate in the survey, 665 agreed, giving a response rate of 99.0%. This is an increase of 1.8% when compared to quarter 2.

Satisfaction with initial Police contact	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Very satisfied	56.1%	59.0%	58.7%	58.6%	56.8%	58.7%	52.5%
Fairly satisfied	35.3%	32.1%	35.1%	35.7%	37.7%	36.3%	41.4%
Neither Satisfied nor Dissatisfied	3.4%	4.5%	2.4%	2.0%	2.1%	2.4%	2.2%
Fairly Dissatisfied	2.6%	2.7%	1.7%	1.5%	1.4%	1.3%	1.9%
Very Dissatisfied	1.6%	1.3%	1.8%	1.4%	1.2%	0.8%	1.5%
No response	0.9%	0.4%	0.3%	0.8%	0.8%	0.5%	0.5%

Satisfaction with initial Police contact in quarter 3 was at 93.8%. This is a reduction of 1.2% from quarter 2.

Satisfaction with the actions taken by Police to resolve the enquiry	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Very satisfied	52.7%	53.2%	55.4%	58.6%	55.3%	59.5%	55.9%
Fairly satisfied	31.9%	30.3%	31.3%	30.3%	34.7%	28.8%	31.7%
Neither Satisfied nor Dissatisfied	5.9%	5.7%	4.9%	4.4%	3.0%	3.7%	4.8%
Fairly Dissatisfied	4.4%	5.0%	3.6%	3.8%	3.5%	3.5%	3.3%
Very Dissatisfied	3.1%	3.3%	3.6%	2.4%	2.7%	2.4%	3.5%
No response	2.0%	2.7%	1.2%	0.5%	0.8%	2.1%	0.8%

87.6% of respondents were satisfied with action taken to resolve the enquiry. This is compared to 88.3% in quarter 2

Kept adequately informed on progress	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Yes	34.2%	35.2%	39.9%	35.4%	35.3%	39.6%	41.6%
No	22.9%	23.6%	23.1%	21.8%	21.9%	21.2%	19.7%
Not applicable	42.9%	41.2%	37.0%	42.6%	42.4%	38.9%	38.5%
No response	0%	0%	0%	0.2%	0.4%	0.3%	0.2%

Of those relevant survey respondents asked about being kept adequately informed on the progress of their enquiry, 41.6% answered yes. This is an improvement of 2% from quarter 2 and the first time the percentage has been above 40%.

Satisfaction with their treatment by staff at initial contact	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Very satisfied	64.7%	62.1%	61.6%	63.3%	60.5%	65.5%	62.5%
Fairly satisfied	27.7%	31.0%	32.3%	30.0%	34.5%	28.5%	29.5%
Neither Satisfied nor Dissatisfied	3.0%	3.3%	2.7%	2.4%	1.1%	2.3%	3.0%
Fairly Dissatisfied	2.5%	2.1%	1.4%	1.2%	2.1%	1.7%	2.3%
Very Dissatisfied	1.4%	0.8%	1.5%	2.1%	1.1%	1.2%	2.0%
No response	0.8%	0.7%	0.5%	1.0%	0.7%	0.8%	0.7%

The number of respondents who were satisfied with their treatment by staff at initial contact decreased by 2% in quarter 3 to 92%.

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Satisfaction with treatment by officers who attended	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Very satisfied	67.6%	68.0%	62.8%	69.8%	57.5%	71.7%	66.4%
Fairly satisfied	25.2%	23.7%	28.5%	22.9%	34.2%	21.6%	28.4%
Neither Satisfied nor Dissatisfied	3.1%	2.4%	2.5%	4.1%	2.5%	2.3%	1.3%
Fairly Dissatisfied	1.5%	2.1%	2.8%	1.3%	1.8%	2.7%	1.0%
Very Dissatisfied	1.5%	1.4%	2.5%	0.3%	2.9%	0.7%	1.6%
No response	1.1%	2.4%	0.9%	1.6%	1.1%	1.0%	1.3%

The level of satisfaction with treatment by Officers who attended increased from 93.3% in quarter 2 to 94.8% in quarter 3, an increase of 1.5%.

Satisfaction with the overall way Grampian Police dealt with the matter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Very satisfied	54.4%	53.0%	54.9%	57.8%	54.0%	60.1%	57.9%
Fairly satisfied	31.1%	31.5%	32.8%	28.6%	34.5%	28.8%	29.2%
Neither Satisfied nor Dissatisfied	6.1%	5.4%	5.8%	6.2%	3.6%	5.1%	4.9%
Fairly Dissatisfied	5.0%	6.2%	3.2%	3.5%	3.6%	3.5%	4.4%
Very Dissatisfied	2.2%	2.5%	3.2%	3.6%	3.2%	2.0%	3.1%
No response	1.2%	1.3%	0.2%	0.3%	1.1%	0.5%	0.5%

Some of these statistics may have been updated from those recorded in previous reports.

Overall satisfaction with the way in which Grampian Police dealt with the matter reduced from 88.9% in quarter 2 to 87.1% in quarter 3.

93.8% of survey respondents were satisfied with initial Police contact.

87.6% of survey respondents were satisfied with actions taken by Police to resolve the enquiry.

92.0% of survey respondents were satisfied with treatment by staff at initial contact.

94.8% of survey respondents were satisfied with treatment by Officers who attended.

87.1% of survey respondents were satisfied with the overall way in which Grampian Police dealt with the matter.

3. PUBLIC REASSURANCE & COMMUNITY SAFETY

The area of Public Reassurance and Community Safety includes proactive and neighbourhood based work areas. Priorities identified in this area of policing are: *Antisocial Behaviour, National Security, Public Protection and Road Casualty Reduction.*

3.1 ANTISOCIAL BEHAVIOUR

- Deal with unacceptable conduct, which negatively impacts on the quality of life within the communities we serve, in conjunction with Local Authority strategies.

Number of recorded ASB community crimes¹ and offences and detection rates (NI) (PPR) (SOA)

Recorded	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Disregard for community/ personal wellbeing	2488	2554	2390	2154	2386	2024	1242
Acts directed at people	293	374	366	349	390	361	378
Environmental damage	2248	1842	1611	1584	2066	1820	1553
Misuse of public space	92	133	99	93	130	80	39
Total	5121	4903	4466	4180	4972	4285	3212

Detection Rates	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Disregard for community/ personal wellbeing	82.2%	78.4%	82.1%	81.3%	76.1%	81.6%	90.4%
Acts directed at people	62.5%	55.3%	57.7%	62.5%	54.6%	55.1%	66.7%
Environmental damage	29.3%	26.5%	29.5%	28.4%	30.5%	28.2%	33.0%
Misuse of public space	97.8%	101.5%	100.0%	98.9%	100.0%	100.0%	97.4%
Total	58.1%	57.8%	61.5%	60.1%	56.1%	57.0%	60.0%

The number of ASB Community Crimes in quarter 3 decreased by 25.0% (1073 offences) when compared to quarter 2. This is the lowest recorded figure since the SPPF commenced in 2007/08.

The quarter 3 detection rate for ASB Community Crimes is 60.0%. This is an improvement of 3% from quarter 2.

These reductions may be due to a number of factors including focused initiatives, severe weather and increased Police presence in identified hotspots over the festive period.

During quarter 3, we focused on reducing crime over the festive period. In Aberdeen Division, Operation Oak ran for six weeks targeting anti-social behaviour and violence. Antisocial behaviour was impacted with reductions in Breach of the Peace, Vandalism

¹ ASB Community Crimes and Offences are split into 4 headings; *Disregard for community/personal wellbeing, Acts directed at people, Environmental damage and Misuse of public space.* Further information on these can be found within the SPPF at <http://www.scotland.gov.uk/Topics/Justice/public-safety/Police/Performance>.

and Urinating in Public. The success of the Operation was assisted by the support of partners including Street Pastors, Taxi Marshals and the Aberdeen City Centre Association.

Within Aberdeenshire Division, a Safer Streets campaign ran over the festive season under the banner of Operation Whalsay. Extra patrols, funded by Aberdeenshire Council and the Scottish Government, tackled antisocial behaviour and disorder.

In Moray Division, Operation Star targeted shoplifting during daytime hours and focused on antisocial behaviour, violence and alcohol related disorder in the evenings and night time periods. Again the partnership effort funded by the Scottish Government and Moray Alcohol and Drug Partnership, saw reductions in shoplifting and violent crime, as a result of partnership and incorporated the work of Taxi Marshals, Red Star Ambulances and members of the licensed trade.

Roads Policing Officers contributed to reducing ASB in quarter 3 by issuing 22 ASB warnings to drivers who drove in a careless or inconsiderate manner. They also seized 98 vehicles across the Force. These seizures were in relation to uninsured vehicles and where ASB warnings had not been complied with.

ASB Incidents (LI) (SOA)

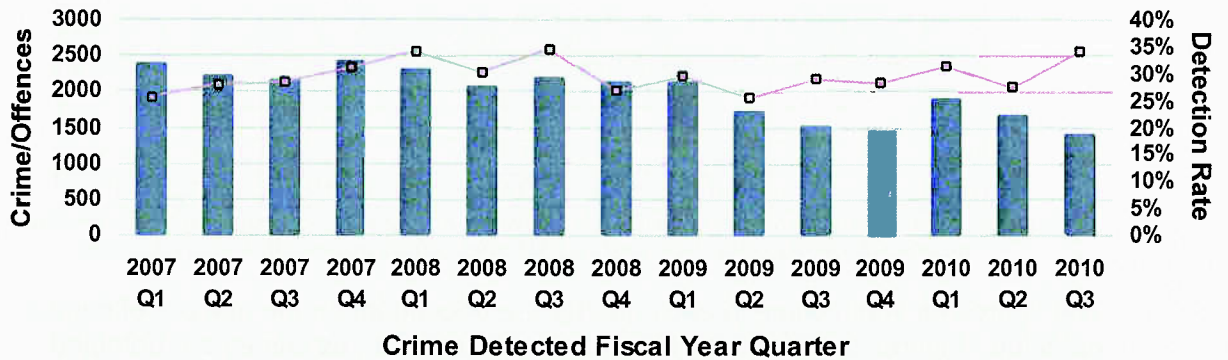
ASB Incidents recorded on STORM	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	4601	4675	3702	3388	4111	3947	3901
Aberdeenshire	1992	2118	1852	1628	1980	2014	1972
Moray	1326	1207	1039	904	1076	1061	1088
Total	7919	8000	6593	5920	7167	7022	6961

ASB Incidents are a count of Incidents recorded on the STORM Command and Control system under the Incident Class Descriptions: Alcohol in a Public Place, Breach of the Peace, Disturbance, Drunk Man, Drunk Female, Neighbour Dispute, Noisy Music, Underage Drinking, Youth Disorder. From 03/11/2010 ASB Incidents counts Disturbance, Drinking in Public, Neighbour Dispute, Noise and Public Nuisance.

Due to changes in the recording of incidents on STORM MA which came into Force on 3 November 2010, the calculation of ASB incidents has been amended and now includes incidents of disturbance. As such, the figures for previous quarters have also been amended.

The number of ASB incidents recorded in quarter 3 decreased by 61 (0.8%) from quarter 2, with decreases across all Divisions.

Vandalism (LI) (SOA)



Fiscal Year Quarter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Recorded	2139	1716	1512	1459	1900	1673	1401	
Detected	629	441	441	413	599	459	477	
Detection Rate	29.4%	25.7%	29.2%	28.3%	31.5%	27.4%	34.0%	

The number of vandalisms recorded by the Force reduced by 272 offences (16.3%) compared to quarter 2. This is the lowest quarterly level since the start of 2007/08 and the figure is shown in green for the first time in 3 quarters. The detection rate has increased 6.6% since quarter 2 to 34.0%. This is the highest detection rate for vandalism in 2 years. A focus by Divisions on detection opportunities through TTCG meetings has contributed to this improvement in performance.

Level of detected youth crime (NI) (PPR) (SOA)

Crimes Detected	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	716	802	683	691	840	649	535
Aberdeenshire	349	363	333	320	433	296	211
Moray	249	227	168	219	209	168	109
Total	1314	1392	1184	1230	1482	1113	855

This indicator is a count of the number of crimes and offences (Crime Groups 1-6) committed by children and young people (aged 8-17 inclusive), i.e. where a child or young person appears as status 'accused'.

The figures for youth crime in each quarter are dependent on the number of crimes detected. Figures therefore can fluctuate across quarters as crimes are detected.

The number of detected crimes and offences committed by children and young people in quarter 3 is 855. The quarter 2 figure increased from 882 to 1113 as more crimes were detected.

Number of Children and Young People Responsible	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	511	533	502	486	511	445	353
Aberdeenshire	341	300	265	282	403	259	157
Moray	192	178	137	166	168	120	89
Total	1044	1011	904	934	1082	824	599

This indicator is a count of the number of children and young people (aged 8-17 inclusive) who committed crimes (Crime Groups 1-6) i.e. where a child or young person appears as status 'accused'.

The number of children and young persons responsible for committing crimes in quarter 3 was 599. Previous experience has highlighted that this recorded figure increased with the passage of time and completion of Police enquiries. It is therefore assessed that the current quarter 3 figure will similarly increase.

3.2 NATIONAL SECURITY

- Counter the threat from Terrorism and Domestic Extremism.

The UK Government long term strategy for countering International Terrorism, CONTEST 2, aims to reduce the risk from International Terrorism and to allow people to go about their daily lives freely and with confidence. The strategy is divided into the 4 strands of Prevent, Pursue, Protect and Prepare.

Prevent – terrorism by tackling its causes and the radicalisation of individuals

During quarter 3, the Home Office conducted its previously publicised review of the Prevent strand of the CONTEST strategy. The results of the review, which involved the Scottish Government and other CONTEST Scotland Board partners are expected in the forthcoming quarter.

Activity with Multi Agency Delphinus Groups has continued in quarter 3, with both the Aberdeen and Aberdeenshire groups meeting. A representative of the Aberdeen Mosque and Islamic Centre attended an Aberdeen Delphinus Group meeting.

A Workshop to Raise Awareness of Prevent (WRAP) event was held at Banff and Buchan College and commitment to host other events has been received from Aberdeen and Aberdeenshire local authorities, Robert Gordon University, Aberdeen College and HMP Aberdeen. Following on from Aberdeen National Front (NF) leafleting activities around Northfield Academy, Harlaw Academy and Aberdeen Grammar School, WRAP events are scheduled to take place at those schools, along with St Machar Academy during quarter 4.

Pursue – terrorists and those who sponsor them

During quarter 3, BAA Aberdeen announced plans to commence work on the runway extension at Aberdeen Airport, which will commence during 2011. Following the announcement, the environmental group 'Plane Stupid' identified Aberdeen Airport as a legitimate target for direct action. There is no information to suggest any planned action, however this will continue to be monitored by Force Special Branch and Aberdeen Division.

Protect – potential targets of terrorism

Counter Terrorism Security Advisors (CTSAs) participated in a counter terrorism exercise at St Fergus Gas Terminal hosted by one of the terminal operators. CTSAs were also involved in Exercise Warrior at St Fergus. This exercise was based on a bomb threat at St Fergus.

Joint briefings have been conducted by CTSAs with Ministry of Defence Police for Force Control Room and Force Service Centre supervisors.

Prepare – to respond to the consequences of a terrorist incident, in order that any disruption is minimised

Work has continued with the local business community to raise awareness of counter terrorism issues through the CTAs. A number of Project Griffin² and Argus³ events have taken place during quarter 3, including an event with a number of security representatives from locally based oil companies. This has enhanced partnership preparedness and activity to counter threats.

3.3 PUBLIC PROTECTION

- Safeguard children, young persons and vulnerable adults, from risk of physical, emotional and sexual abuse or neglect and effectively manage offenders through the development of internal and partnership processes.

Adult Protection

All Constables and Sergeants in Force have completed the Adult Support and Protection Computer Based Training package. Adult Protection aide memoirs have been circulated to staff. A call handling guide for FSC has been developed and training is being delivered to support FSC and FCR staff in responding appropriately to adult and child protection and domestic abuse issues.

A card to support improved emergency response to carers and cared for persons has been re-launched by Voluntary Service Aberdeen (VSA) and Grampian Police. The card is to allow members of the emergency services immediate access to individual's details, should their carer be unable to communicate that they are responsible for the care of a person within the community. A similar card will be held by the cared for person, should they be unable to communicate that they are being cared for. The aim is to provide faster response rates for Officers and improved outcomes for carers and vulnerable adults.

Domestic Abuse

£6500 of funding from the Fairer Scotland Fund has been secured by Aberdeen Division for the purchase of protective equipment for victims of domestic abuse.

The Public Protection Unit (PPU) has been working with the Force Training Unit to develop public protection training for Probationers. Further work is also being carried out in relation to public protection training for line managers. We have been delivering public protection training inputs at the Scottish Police College and these will be developed further at a local level.

A multi agency Forced Marriage and Honour Based Violence event is being planned by the Domestic Abuse Training Consortium due to the increase in such incidents within the Force area. This event which will raise awareness of these incidents across our partners will take place during quarter 4.

² Project Griffin is an internationally acclaimed Counter Terrorism protective security initiative aimed at the business, retail and commercial communities, with the aim of providing an understanding of terrorism and extremism and the practical measures that can be taken to counter this in our communities.

³ Project Argus is a National Counter Terrorism Security Office initiative, exploring ways to prevent, handle and recover from a terrorist attack, by taking businesses through a simulated terrorist attack.

3.4 ROAD CASUALTY REDUCTION

- Achieve a steady reduction in the numbers of those killed and seriously injured, with the ultimate vision of a future where no one is killed on the roads in Aberdeen, Aberdeenshire and Moray and the injury rate is much reduced.

ACPOS Scottish Road Policing Framework

The ACPOS Scottish Road Policing Framework was published in 2009. Based on five pillars; education, enforcement, engineering, encouragement and evaluation, the framework aims to reduce deaths and injuries on Scotland's roads by 2020.

Earlier this year, the Scottish Government announced new Road Casualty Targets to be reached by 2020, with a progress check in 2015. These are:

- Fatal Casualties 30% reduction by 2015, 40% reduction by 2020.
- Serious Casualties 43% reduction by 2015, 55% reduction by 2020.
- Slight Casualties 10% reduction by 2020.
- Child Fatalities 35% reduction by 2015, 50% reduction by 2020.
- Child Serious Casualties 50% reduction by 2015, 65% reduction by 2020.

An update on progress in relation to the Scottish Government road casualty targets will be provided in the 2010/11 Annual Report.

Quarter 3 saw the conclusion of the motorcycle safety initiative, Operation Zenith. As well as assisting in the 22% reduction of all motorcycle casualties, Zenith also received national recognition from the Scottish Policing Awards and the Scottish Society for the Prevention of Accidents.

During December the Force participated in the ACPOS traditional Festive Safety Campaign, targeting drink and drug driving offences. The campaign involved a number of pro-active enforcement initiatives, including multi-Officer vehicle check points at high profile locations. Drink driving offences reduced from 57 to 48 when compared to the same period in 2009.

The heavy snowfall during quarter 3 presented roads authorities with considerable challenges in trying to keep roads open. To support this, the Scottish Government provided the services of a heavy vehicle recovery unit to assist large goods vehicles, which were struggling on the roads and impeding traffic flow. The Grampian deployment was located on the A96 near Huntly and was used on one occasion.

The Roads Policing Unit worked alongside other departments within the Force and ACPOS Road Policing to ensure the 'safe winter driving message' was provided to north east motorists throughout the bad weather. During such periods, it is essential that accurate information is supplied to motorists, reflecting the road conditions and providing enough detail to allow motorists to make informed decisions about travelling. As a result, Traffic Scotland and ACPOS have developed the Traffic Winter Warning Message strategy, which provides a staged response in media messages, ranging from 'travel with caution' to 'avoid travelling on the roads'. This process allows motorists to make more informed decision regarding their travel and was carried out in an attempt to reduce

collisions and incidents on the roads.

Number of persons killed and injured in road accidents (NI) (PPR) (SOA)

Persons Killed or Injured in Road Accidents (National Indicator)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Fatal Injury Collisions	5	9	6	6	9	8	10
Serious Injury Collisions	69	82	77	49	65	86	59
Slight Injury Collisions	254	237	269	198	178	223	184
Total Collisions	328	328	352	253	252	317	253
Adults Killed	5	10	6	8	9	9	11
Adults Seriously Injured	69	98	93	51	71	97	66
Adults with Slight Injuries	307	280	328	237	211	244	238
Children Killed	0	1	0	0	0	0	0
Children Seriously Injured	3	7	7	6	3	9	6
Children with Slight Injuries	28	30	20	19	15	45	18
Total KSI	77	116	106	65	83	115	83
Total Injuries (Fatal, Serious, Slight)	412	426	454	321	309	404	339

In quarter 3, 10 fatal injury collisions occurred, resulting in 11 adult fatalities. This is the highest number of fatal collisions and adult fatalities since the start of 2009/10. Compared to quarter 3 last year, fatal collisions increased by 4 and adult fatalities by 5.

Despite the increase in fatalities, the number of serious and slight injury collisions have decreased in quarter 3 compared to quarter 2, which has resulted in reductions in serious and slight injuries in adults and children.

Total injuries in quarter 3 (fatal, serious and slight) has decreased to 339, a reduction of 16.1% compared to quarter 2.

Compared to quarter 3 2009/10, the total number of collisions has reduced by 28.1% and the number of injuries has reduced by 25.3%.

Proactive enforcement operations & high visibility directed patrols (LI)

Proactive Enforcement Operations	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Operations	19	21	27	21	16	14	12
Local Contributory Offences	29	14	53	4	37	2	0
Other Offences	138	153	114	150	84	65	100
Educated	5	277	608	168	422	759	18

High Visibility Directed Patrolling Activity	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Hours on Patrol	1268	287	303	337	421	496	228
Local Contributory Offences	57	8	1	6	3	6	9
Other Offences	2151	116	148	259	319	638	160
Educated	2381	621	561	741	651	810	481
Injury Collisions	None	None	2 Serious	1 Fatal	1 Serious	1 Serious	1 Serious

This quarter has seen a reduction of 268 hours spent on patrol, along with a reduction in the number of offences detected. The lengthy periods of adverse weather throughout the latter part of the quarter reduced the time available for Officers to spend on patrol, as time was spent assisting motorists.

3.5 OTHER INDICATORS

Number of recorded crimes and offences (NI) (PPR)

Crime Group	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Group 1	224	198	181	183	231	202	195	
Group 2	219	258	227	243	307	214	241	
Group 3	4104	4121	3909	3740	4349	4065	3939	
Group 4	2356	1947	1698	1659	2161	1929	1643	
Group 5	1322	1463	1255	1501	1643	1489	1192	
Group 6	4951	5048	4772	4558	5209	4663	4425	
Group 7*	8039	7487	6164	7304	9439	8816	6278	

*Group 7 includes both recorded offences on CrimeFile. Vehicle Penalty and Fixed Penalty Offences (VPFPO) and Pensys statistics – i.e. Road Traffic Fixed Penalty Offences.

Group 1 – Crimes of Violence

The number of recorded crimes of violence has fallen for the second quarter in a row. Compared to quarter 2, the figure has reduced by 17 crimes (8.4%) and is very similar to the numbers recorded in quarters 3 and 4 last year.

Group 2 – Crimes of Indecency

On 1st December 2010, the Sexual Offences (Scotland) Act 2009, came into Force changing the way crimes of indecency are recorded across Scotland. As a result of the widening of the definition of Rape, it is anticipated that the number of recorded Rapes will increase.

Whilst Operation Begonia⁴ continues during quarter 3, group 2 crimes of indecency have increased. It is of note however, that although shown in red for the second quarter this year, the quarter 3 figure of 241 is only 3 offences above the 3 year average.

Group 3 – Crimes of Dishonesty

Crimes of dishonesty reduced by 126 (3.1%) in quarter 3. This is the lowest figure for the year so far.

Group 4 – Fire-raising, Malicious and Reckless Conduct (including Vandalism)

In quarter 3, 286 (14.8%) fewer group 4 crimes were recorded than in quarter 2. This is the first time the figure has been shown in green this year and is the lowest quarterly figure recorded since the start of 2007/08. Similar to quarter 2, 97.2% of this reduction is made up by fewer recorded vandalisms.

⁴ Operation Begonia commenced in quarter 2 and involves working alongside partner agencies to try to encourage street workers away from prostitution. The focus is on referral to partner organisations to change their lifestyle rather than taking enforcement action against them.

Group 5 – Other Crimes *(including Resisting Arrest, Obstruction, Perverting the Course of Justice, Bail Offences and Drugs Offences)*

During quarter 3, 297 (19.9%) less group 5 crimes were recorded by the Force than in quarter 2. New counting rules in relation to drug possession and supply charges have contributed towards this decrease.

Possession of Offensive Weapon charges have also decreased in quarter 3, from 96 to 68, a reduction of 29.2%.

Group 6 – Miscellaneous Offences *(including Minor Assault, Breach of the Peace, Racially Aggravated Offences, Licensing Offences and Telecommunications Offences)*

Group 6 offences have fallen for the second quarter in a row, from 4663 in quarter 2 to 4425 in quarter 3, a reduction of 238 offences (5.1%).

Group 7 – Offences Relating to Motor Vehicles

Group 7 offences reduced from 8816 in quarter 2 to 6278 in quarter 3. This is a reduction of 28.9%. This reduction is in part due to work undertaken during quarter 3 by Roads Policing Officers on keeping motorists moving, rather than recording offences.

Detection Rate for Recorded Crimes and Offences (NI) (PPR)

Crime Group	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Group 1	75.9%	88.9%	82.9%	84.7%	80.5%	75.7%	80.5%	
Group 2	61.2%	86.4%	60.8%	71.6%	65.1%	54.7%	51.0%	
Group 3	33.3%	37.2%	37.4%	44.5%	38.3%	35.2%	40.4%	
Group 4	30.1%	28.2%	30.4%	29.2%	31.6%	29.1%	34.3%	
Group 5	94.3%	95.3%	91.1%	94.5%	95.4%	96.7%	95.6%	
Group 6	76.6%	72.0%	77.6%	74.2%	69.2%	74.2%	75.9%	
Group 7*	95.0%	93.4%	93.6%	95.7%	94.6%	95.2%	93.8%	

*Group 7 detection rates include detected offences recorded in CrimeFile, VPFPO and Pensys statistics i.e. Road Traffic Fixed Penalty Offences.

Note: The standard method of calculation depends on the date of detection. This counts crimes detected during the period, even though they were recorded in a previous quarter. Hence, detection rates may occasionally exceed 100%.

The table above shows that the overall picture across all crime group detection rates has improved since quarter 2, with 5 out of the 7 crime groups now above the baseline target.

Detection rates in quarter 3 for groups 1 violence, 3 dishonesties, 4 fire-raising, malicious and reckless conduct and 6 miscellaneous offences are all either equal to, or better than the detection rates recorded for the first two quarters of 2010/11.

The detection rate for group 2 crimes of indecency continues to prove challenging for the Force.

Group 1 – Crimes of Violence

The detection rate for crimes of violence increased to 80.5% in quarter 3. Processes have been put in place to ensure CCTV is seized at the earliest opportunity and opportunities for the gathering of forensic evidence are maximised. This, along a renewed emphasis on the importance of checking and reviewing CrimeFiles by supervisors, will assist with maintaining and improving upon detection rates.

Group 2 – Crimes of Indecency

The detection rate for Group 2 crimes decreased to 51.0% in quarter 3. This represents a continual decrease since the beginning of the financial year.

When compared to quarter 4 2009/10, there has been a dip in detection rates for Rape, Assault with intent to Rape, Indecent Assault and Lewd and Libidinous Practices.

Group 3 – Crimes of Dishonesty

The detection rate for crimes of dishonesty increased to 40.4% in quarter 3 and is now above the baseline target. This rate is at the third highest since the start of 2007/08.

Group 4 – Fire-raising, Malicious and Reckless Conduct

The quarter 3 detection rate of 34.3% is the highest rate since quarter 3 2008/09 and is only 0.3% away from the aspirational target of 34.6%.

Group 5 – Other Crimes

Although the group 5 detection rate has fallen by 1.1% compared to quarter 2, it is at the second highest rate since quarter 4 2008/09.

As our detection rate for group 5 crimes is one of the lowest nationally, we have undertaken a review of all group 5 offences and in particular, those that are undetected. This review is likely to result in a number of recommendations, mainly relating to training, supervision and ensuring our adherence to Scottish crime recording standards.

Group 6 – Miscellaneous Offences

For the first time since the start of the financial year, the detection rate for group 6 is above the 3 year average and therefore, shown in amber. Compared to quarter 2, the rate has increased by 1.7%.

Group 7 – Offences Relating to Motor Vehicles

Our consistent excellent performance in group 7 has continued in quarter 3. Although the rate has decreased by 1.4% when compared to quarter 2, it is still above our aspirational target and therefore, shown in green.

Number of racist incidents, racially motivated crimes and offences and detection rates (NI) (PPR) (SOA)

Racist Incidents	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Recorded	119	161	149	145	168	146	134

The numbers shown above are incidents recorded in STORM Command and Control system.

Racially Motivated Crimes	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Recorded	183	245	246	205	249	187	221
Detected	127	185	175	122	165	142	123
Detection Rate	69.4%	75.5%	71.1%	59.5%	66.5%	75.9%	55.7%

Racially Motivated Crimes include the direct charges of racially aggravated conduct and harassment, and any other crime or offence which has been perceived as racially motivated by the victim.

The number of recorded racist incidents in quarter 3 decreased to 134. This is the lowest number since quarter 1 2009/10. Racially motivated crimes increased by 18.2% (34 offences) when compared to quarter 2, however, the quarter 2 figure was lower than previous quarterly figures. The detection rate decreased to 55.7%.

The number of racially motivated crimes will be monitored and reported on further in the quarter 4 report.

Number of Special Constables and hours they are on duty (NI) (PPR)

Special Constables (Headcount)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Number of Special Constables	181	167	173	179	173	182	190
Hours they are on duty	8005	7670	8002	7680	7096	7893	8286

Following on from the recruitment of 17 Special Constables in quarter 2, a further 12 were recruited in quarter 3. This brings the total number of Special Constables in the Force to 190. During quarter 3, Special Constables spent 8286 hours on duty. This is an increase of 393 hours (5%) from quarter 2 and equates to an average of 43.6 hours per Special Constable. This is an increase of over 4 hours from quarter 2.

4. CRIMINAL JUSTICE & TACKLING CRIME

The Force has 2 Control Strategy Priorities in this area – *Serious Organised Crime and Drugs and Violence*.

4.1 SERIOUS ORGANISED CRIME AND DRUGS

- Reduce the harm caused by Serious Organised Crime and in particular Controlled Drugs, within the communities we serve.

Weight of Class A drug seizures and number of supply and possession with intent to supply offences recorded (NI) (PPR) (SOA)

National Drug Indicators	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
All Offences for Supply and Possession with intent to supply ⁵ (NI)	137	173	169	235	191	154	106
Supply and Possession with intent to supply Class A drugs ⁶ (NI)	91	104	109	147	106	98	46
Weight of Class A Drug Seizures (grams) (NI)	1951.4	11515.2	2691.5	3022.7	2765.0	4285.0	4689.4
Quantity of Class A Drug Seizures (tablets) (NI)	123	3	15.5	0	7	3	21
Millilitres of Class A Drug Seizures (NI)	310	519	1094	969	5672	557	447

Local drug indicators (LI) (SOA)

Local Drug Indicators	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Supply and Possession with intent to supply Class B&C drugs ⁶ (LI)	40	54	32	68	70	40	40
Possession of Class A drugs (LI)	143	188	144	188	186	137	94
Possession of Class B & C drugs (LI)	251	328	256	362	418	354	267

As mentioned in the quarter 2 report, national changes to the recording of drug supply charges took effect in September 2010. Following analysis undertaken in Force to identify the impact these changes would have, it was predicted that supply charges would reduce by up to 37.5% and possession charges by 12.5%. As such, baseline and aspirational targets have been amended to reflect these changes and these continue to be monitored through the Force Tactical Tasking and Coordinating Group (FTTCG).

In line with these changes, Supply and Possession with intent to supply charges fell by 31.1% in quarter 3 down to 106.

⁵ Supply and Possession with intent to supply are counted from the Crime recording system CrimeFile based on the number of charges. To distinguish between Class A, B & C related charges involves counting charges dependent on a drug Modifier applied to them, relevant to the drug class. In a minority of charges this has not yet been applied, due to a number of reasons, such as awaiting the return of laboratory test results. Therefore, the sum of Class A and B & C drugs charges will not always equal the total number of charges.

Quarter 3 saw 7 members of a West Midlands Organised Crime Group (OCG) sentenced to a total of 43 years as a result of Crime Management Business Area (CMBA) led Operation Charger. A further major operation was concluded in December 2010, when 18 individuals were arrested as part of Operation Dorian. Dorian targeted an OCG of London based Jamaican individuals who were supplying Heroin and Crack Cocaine throughout Aberdeen. £40,100 in cash and significant quantities of Heroin and Crack Cocaine were also seized during this operation.

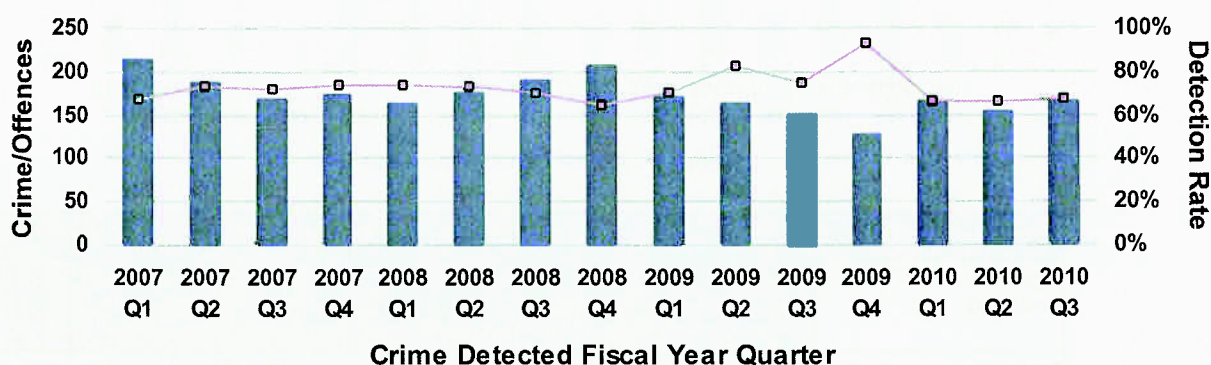
Other major drug seizures during quarter 3 included Heroin with a street value of £100,500 by Officers in Aberdeen Division and Amphetamine with a street value of £142,000 recovered by Officers in Moray Division.

Officers from the Major Investigation Teams have continued to support LPTs across the Force throughout the quarter, assisting operations in Aberdeen, Aberdeenshire and Moray Divisions. A number of further joint operations are planned for the forthcoming period.

4.2 VIOLENCE

- Target violence to make Grampian a safer place to visit, work and live in.

Violence⁶ (LI) (SOA)



Fiscal Year Quarter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Recorded	170	163	151	127	165	155	165	
Detected	120	135	113	118	110	103	111	
Detection Rate	70.6%	82.8%	74.8%	92.9%	66.7%	66.5%	67.3%	

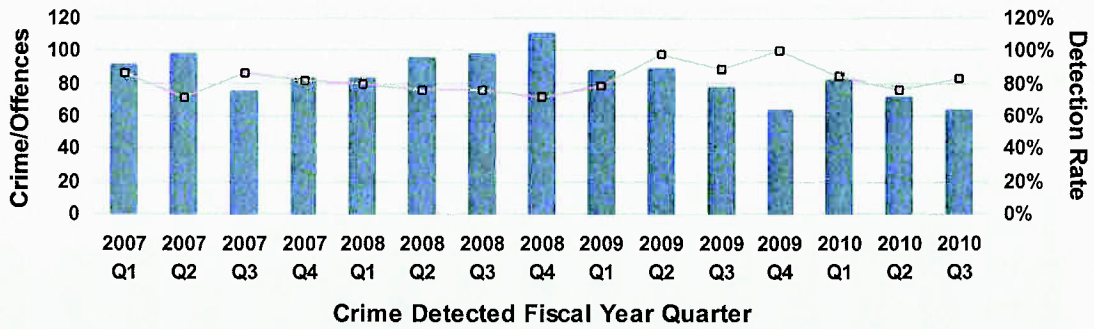
Crimes of violence increased by 10 in quarter 3, when compared to quarter 2, however the figure is below the 3 year average and therefore, still shown in amber. The detection rate has increased for the 3rd quarter in a row.

During quarter 3, the Force launched Operation Maple. Funded by the Scottish Government Fairer Scotland Fund, the Operation has been tackling drugs, violence and antisocial behaviour across Aberdeen Division and has been supported by various partner organisations including Grampian Fire and Rescue, Grampian NHS and Aberdeen City Council.

Through our FTTCG processes, considerable effort has been placed upon increasing detection rates for crimes of violence. As mentioned earlier, the importance of seizing CCTV as soon as possible and ensuring the potentials for forensic evidence are maximised has been reiterated to Officers across the Force. This focus has increased our quarter 3 detection rate slightly.

⁶ Priority Crimes of Violence: Murder, Culpable Homicide, Attempted Murder, Serious Assault, Assault & Robbery, Assault w.i. Rob, Rape and Assault with Intent to Rape.

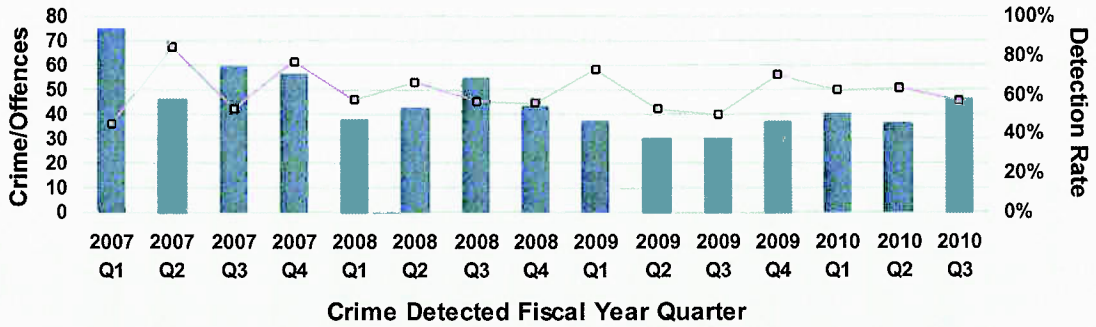
Serious Assault (LI)



Fiscal Year Quarter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Recorded	88	89	77	64	82	71	63	
Detected	69	87	68	64	69	54	52	
Detection Rate	78.4%	97.8%	88.3%	100.0%	84.1%	76.1%	82.5%	

The number of Serious Assaults recorded in quarter 3 decreased for the second quarter and the figure is now at the lowest level since the start of 2007/08. Detection rates have increased from 76.1% in quarter 2 to 82.5% in quarter 3.

Robbery (LI)



Fiscal Year Quarter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Recorded	37	30	30	37	40	36	46	
Detected	27	16	15	26	25	23	26	
Detection Rate	73.0%	53.3%	50.0%	70.3%	62.5%	63.9%	56.5%	

The number of Robberies recorded in quarter 3 rose by 10 to 46. This is the highest number since quarter 3 2008/09. Detection rates have also slipped and are now below the 3 year average. Despite this, the detection rate is 6.5% above the detection rate for the same period last year.

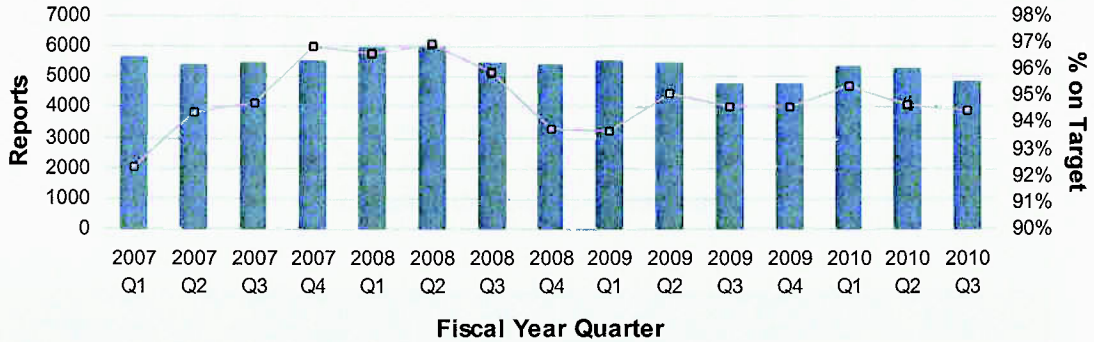
There have been abstractions of staff working on Operation Berlin, which may have contributed to the increase in recorded crimes and the reduction in detection rate. Officers from Aberdeen Division CID have been redeployed to Operation Berlin to ensure all opportunities to detect these offences are progressed.

Analysis has shown that the majority of these offences are sporadic and there is no identifiable crime pattern.

Given that crimes such as Robbery are often uncorroborated, the importance of ensuring that forensic examination is carried out and CCTV is seized at the earliest opportunity has been reiterated to staff.

4.3 OTHER INDICATORS

Number and percentage of reports submitted to the Procurator Fiscal within 28 calendar days (NI) (PPR)

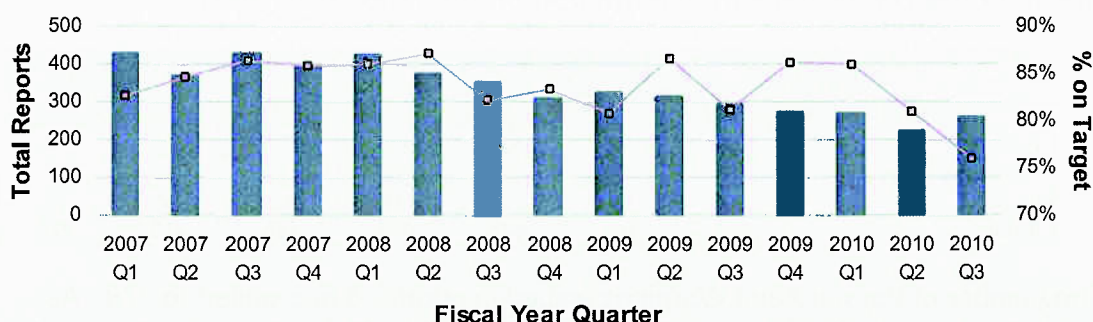


Reports to PF	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Total Reports	5527	5446	4785	4749	5308	5267	4859	
Within 28 Days	5178	5180	4528	4491	5064	4988	4590	
% on Target	93.7%	95.1%	94.6%	94.6%	95.4%	94.7%	94.5%	

National Target - 80% Submitted within 28 days.

The percentage of reports submitted to the Procurator Fiscal (PF) within the target of 28 days remained very similar to quarter 2 at 94.5%. The table above shows that we are consistently performing above the national target of 80%.

Number and percentage of reports submitted to the Children's Reporter within 14 calendar days (NI) (PPR)



Reports to Children's Reporter	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11	
Total Reports	323	315	294	277	270	227	258	
Within 14 Days	261	273	239	239	232	184	196	
% on Target	80.8%	86.7%	81.3%	86.3%	85.9%	81.1%	76.0%	

National Target - 80% Submitted within 14 days.

The number of reports submitted to the Children's Reporter within the target of 14 days decreased 76.0% in quarter 3. This is the first time the Force has been below the national target of 80%

Use of Police Direct Measures: Antisocial Behaviour Fixed Penalty Notices (ASBFPNs) (NI) (PPR)

Antisocial Behaviour Fixed Penalty Notices Issued	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	444	405	407	332	403	402	324
Aberdeenshire	190	169	144	136	171	156	91
Moray	112	107	87	66	54	58	71
Total Issued	746	681	638	534	628	616	486
Total Complied With (Paid)	486	419	415	362	420	427	224
% Complied With	65.1%	61.5%	65.1%	67.8%	66.9%	69.3%	46.1%

The percentage of ASBFPNs complied with may not reflect the true picture of compliance, as individuals have a 28 day period in which to pay the penalty issued. As such, not all tickets issued, particularly in March, may have been complied with.

ASBFPNs have been established as a means of dispensing justice, while minimising Police bureaucracy and maximising Officers' time spent on the streets. ASBFPNs are issued at an Officer's discretion, for minor offences as defined by the Antisocial Behaviour etc (Scotland) Act 2004, which include drunken behaviour, Vandalism, Breach of the Peace and Malicious Mischief.

The number of ASBFPNs issued in quarter 3 decreased from 616 in quarter 2 to 486 in quarter 3, with a compliance rate of 46.1%. This decrease has been attributed to a reduction in the number of Breach of the Peace and Urinating offences recorded. This is partly due to the high level of targeted uniformed patrols that were undertaken over the festive period. Furthermore, at the start of the quarter, the new Statutory Breach of the Peace offence came into effect. It was anticipated that this would affect the number of ASBFPNs issued as it is not currently possible to issue an ASBFPN for this offence.

Further guidance on this is anticipated following discussion between COPFS and ACPOS.

Use of Police Direct Measures: Formal Adult Warnings (NI) (PPR)

Formal Adult Warnings (FAWs) Issued	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	281	346	324	237	245	293	208
Aberdeenshire	148	112	74	89	117	94	47
Moray	70	50	39	41	54	36	23
Total	499	508	437	367	416	423	278

The number of Formal Adult Warnings issued in quarter 3 decreased to 278. As anticipated the quarter 2 figure has increased from 333 to 423 as more crimes were detected and offenders warned.

As mentioned in previous reports, FAWs were previously being issued by Officers for offences which did not comply with the national protocol. To remedy this, considerable effort has been made to educate Officers on the appropriate use of FAWs and it is anticipated that numbers will continue to be lower in future quarters.

Use of Police Direct Measures: Restorative Justice Warning & Conference Scheme (NI) (PPR)

Restorative Justice Warnings Issued and Conferences held	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	2	18	18	14	15	5	14
Aberdeenshire	25	27	42	34	27	40	16
Moray	2	11	19	8	10	8	1
Total	29	56	79	56	52	53	31

The Restorative Justice Warning and Conference Scheme is used in accordance with the Scottish Government's 'National Standards for Youth Justice Service', to provide a coordinated and consistent approach to youth offending, while working with partners to reduce youth crime and antisocial behaviour.

The number of Restorative Justice Warnings Issued and Conferences held in quarter 3 was 31. The quarter 2 figure of 42 reported in the last report has since increased to 53. It is anticipated that the quarter 3 figure will increase, as the adverse weather restricted the number of warnings delivered.

Although resource intensive, the use of RJ warnings is viewed as effective as previous analysis indicated that 56% of offenders do not reoffend.

Undertaking Cases (LI)

% of cases that are on Undertaking, by Procurator Fiscal Area	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	20.1	20.4	23.7	22.4	19.7	17.9	18.1%
Banff	18.4	12.2	15.0	14.9	14.9	15.0	14.5%
Elgin	13.1	19.0	18.4	15.6	15.1	10.6	13.5%
Peterhead	15.9	14.6	19.0	17.0	15.2	12.6	17.5%
Stonehaven	10.8	8.3	8.4	10.5	10.0	7.3	8.0%
Total	17.4%	17.9%	20.5%	19.7%	17.4%	15.2%	16.4%

The percentage of undertaking cases in quarter 3 increased to 16.4%. As mentioned in previous reports, wherever possible, the Force deals with cases by means of undertaking. The use of undertaking assists the efficient management of court time.

5. SOUND GOVERNANCE & EFFICIENCY

The area of Sound Governance and Efficiency develops the way Grampian Police is governed and managed, ensuring the organisation is effective and accountable to the public, the GJPB and other stakeholders. It also considers whether the Force is being run efficiently and effectively. To continue to improve this area, the Force Priority, which has been identified is *Efficiency and Productivity*.

5.1 WORKFORCE MODERNISATION

- Maximise frontline resources through effective and efficient resource and financial management, to ensure suitably trained staff are in place to deliver our mission.

Number of Police Officers and Police Staff (NI) (PPR)

Total Staff (Headcount)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Police Officers	1577	1594	1592	1600	1607	1593	1572
Police Staff	843	868	857	847	835	818	796
Cadets	17	17	30	23	17	14	24
Total	2437	2479	2479	2470	2459	2425	2392
Total Staff (Full Time Equivalent FTE)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Police Officers	1542.78	1559.52	1556.77	1565.16	1570.6	1558.2	1534.9
Police Staff	732.08	750.73	742.13	735.81	725.4	719.6	693.8

Police Officer numbers continue to reduce, with a reduction of 21 to 1572 from the end of quarter 2. Police Staff numbers have reduced again this quarter, a continual reduction since quarter 2 2009/10 and we ended quarter 3 with 796 members of Police Staff.

Ten Police Cadets were appointed in quarter 3, bringing the total number up to 24.

Recruitment (LI)

Recruitment	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Recruits: Police Officers	30	31	12	22	21	10	0
Police Staff	41	41	11	19	29	18	3
Special Constables	12	0	12	13	0	17	12
Cadets	0	0	16	0	0	0	10
Police Staff Internal Transfers	1	1	5	2	2	3	0
Police Staff Permanent Promotions	1	4	4	6	6	0	0
Police Staff Temporary Promotions	0	1	0	0	1	0	0
Police Officers Permanent Promotions	19	16	8	5	5	9	4
Police Officers Temporary Promotions	12	16	11	9	5	11	6

No Police Officers were recruited in quarter 3 in line with the current Force policy not to actively recruit Police Officers. Three new members of Police Staff were recruited during quarter 3, along with 12 Special Constables and 10 Police Cadets.

Staffing Profile by Declared Disability, Ethnicity and Gender (NI)

Police Officers (Headcount)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Declared disability	9	16	17	25	26	28	44
No declared disability	1568	1578	1575	1575	1581	1565	1528
% with a declared disability	0.6%	1.0%	1.1%	1.6%	1.6%	1.8%	2.9%
Declared Ethnicity as White	1437	1439	1435	1431	1435	1420	1401
Declared Ethnicity as Black and Minority	4	4	4	4	3	3	3
No declared ethnicity	136	151	153	165	169	170	168
% declared ethnicity as Black or Minority Ethnic	0.3%	0.3%	0.3%	0.3%	0.2%	0.2%	0.2%
Females	408	416	418	422	427	423	419
Males	1169	1178	1174	1178	1180	1170	1153
% Female	25.9%	26.1%	26.3%	26.4%	26.6%	26.6%	26.7%

Police Staff	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Declared disability	20	22	21	26	28	29	35
No declared disability	823	846	836	821	807	789	761
% with a declared disability	2.4%	2.5%	2.5%	3.1%	3.4%	3.5%	4.4%
Declared Ethnicity as White	675	701	685	665	643	637	622
Declared Ethnicity as Black and Minority	4	4	4	4	4	4	4
No declared ethnicity	164	163	168	178	188	177	170
% declared ethnicity as Black or Minority Ethnic	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Females	571	587	576	568	557	548	534
Males	272	281	281	279	278	270	262
% Female	67.7%	67.6%	67.2%	67.1%	66.7%	66.9%	67.1%

The percentage of Police Officers with a declared disability increased to 2.9% in quarter 3, with the percentage of Police Staff with a declared disability increasing to 4.4%. As reported in quarter 2, this increase is due to an increase in self reporting by staff in relation to any declared disabilities, following a change to internal processes to record such information.

The proportion of female Police Officers increased marginally to 26.7%.

Turnover rates for Police Officers and Police Staff (NI) (PPR)

Police Officers	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Staff Leaving (Headcount)	10	14	14	14	14	24	21
Average Staff Employed (Headcount)	1567	1586	1593	1596	1604	1600	1583
% Staff Turnover	0.6%	0.9%	0.9%	0.9%	0.9%	1.5%	1.3%

Police Staff	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Staff Leaving (Headcount)	43	16	22	29	41	35	25
Average Staff Employed (Headcount)	844	856	863	852	841	827	807
% Staff Turnover	5.1%	1.9%	2.6%	3.4%	4.9%	4.2%	3.1%

In quarter 3, 21 Police Officers and 25 Police Staff left the organisation giving turnover rates of 1.3% and 3.1% respectively. These rates have both reduced compared to quarter 2.

Proportion of working time lost to sickness absence (NI) (PPR)

Police Officers	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Days Available	85985	87068	87609	87866	88379	88436	87552
Total Days Lost	2916	2463	3152	2930	2888	2700	3392
% Working Time Lost to Sickness Absence	3.4%	2.8%	3.6%	3.3%	3.3%	3.1%	3.9%

Police Staff	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Days Available	46648	47292	47768	47320	46788	46004	44968
Total Days Lost	1847	1943	2376	2313	1951	1665	1754
% Working Time Lost to Sickness Absence	4.1%	4.1%	5.0%	4.9%	4.2%	3.6%	3.9%

Sickness absence amongst Police Officers and Police Staff has increased in quarter 3 when compared to quarter 2, with both rates currently at 3.9%. The Police Officers figure is the highest since the start of 2009/10.

Staff Performance (LI)

Staff Performance (LI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total PDRs issued	546	415	473	560	568	429	506
Total PDRs complete	538	409	468	542	503	318	137
% of PDRs complete	98.5%	98.6%	98.9%	96.8%	88.6%	74.1%	27.1%

Each quarter's statistics are updated in each quarterly report, as the number of PDRs completed increases over time.

The level of completion of Performance and Development Reviews (PDRs) is updated in each quarterly report and this continues to improve for each quarter as time progresses. In quarter 3, 27.1% of PDRs were completed. The quarter 2 figure reported of 20.8% as reported in the previous quarterly report has since increased to 74.1%.

5.2 OTHER INDICATORS

Value of efficiency savings generated (NI)

Efficiency Savings	Target 2009/10	2009/10	Target 2010/11	2010/11
Efficiency Savings	£3,335,000	£4,389,363.30	£5,025,000	£2,976,882.96

The target for efficiency savings in 2010/11 is £5,025,000. In total this year so far, we have achieved savings of £2,976,882.

Procurement (LI)

Procurement	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Procurement savings achieved Cashable/Non Cashable (£)	115855	46160	49475	40951	189300	31255	59679
Value of Sponsorship achieved (£)	112150	82420	147740	54599	36599	19000	500
% Invoices paid on time*	89.7%	92.6%	92.6%	85.1%	95.8%	94.2%	98.0%

Figures to the end of each quarter may change, reflecting transactions and payments for goods and services received prior to the end of the quarter but not yet invoiced. *On time is recognised as within 30 days.

Procurement savings in quarter 3 increased to £59,679. Sponsorship reduced to £500. This is as a result of change in internal procedures. Further follow up work is being undertaken, which may result in the quarter 4 figure increasing.

The percentage of invoices paid on time in quarter 3 increased to 98.0%.

Expenditure on Salaries, Operating Costs and Capital (NI)

Salaries £000's	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Police Officer salaries	15518	15579	17004	16003	15668	15912	16962
Police Staff salaries	5066	5254	5343	5547	5267	5280	5244
Operating Costs (all non-employee expenditure)	4505	3013	2807	3821	3770	3277	3170
Capital Expenditure	105	503	353	742	10	115	268
Total	25194	24349	25507	26113	24715	24584	25644
Police Officer salaries % total costs	61.6%	64.0%	66.7%	61.3%	63.4%	64.7%	66.1%
Police Staff salaries % total costs	20.1%	21.6%	20.9%	21.2%	21.3%	21.5%	20.4%

Year end financial figures for 2009/10 may change, reflecting updates during the annual finalisation of accounts and external audit.

Police Officer salaries increased in quarter 3, whilst the figure for Police Staff decreased. Operating costs have also decreased, with capital expenditure increasing. The proportion of Police Officer salaries as a percentage of our total costs continues to rise, with the Police Staff figure decreasing for the first time since quarter 3 2009/10.

Expenditure per Resident (NI)

Finance	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total net revenue expenditure (excluding capital) (£000s)	25089	23846	25154	25371	24705	24469	25376
Population	539630	539630	539630	539630	544980	544980	544980
Spend per resident (£)	46.49	44.19	46.61	47.02	45.33	44.89	46.56

Expenditure per resident in quarter 3 has increased by £1.67 to £46.56 compared to quarter 2. Compared to quarter 3 last year, the figure has fallen by £0.05.

Proportion of salary costs accounted for by overtime (NI) (PPR)

Police Officers	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Payroll Costs (£000's)	15518	15579	17004	16003	15668	15912	16962
Total Overtime Costs (£000's)	927	754	779	827	428	537	577
% Overtime Costs	5.9%	4.8%	4.6%	5.2%	2.7%	3.4%	3.4%

Police Staff	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Payroll Costs (£000's)	5066	5254	5343	5547	5267	5280	5244
Total Overtime Costs (£000's)	80	68	56	58	36	38	43
% Overtime Costs	1.6%	1.3%	1.0%	1.0%	0.7%	0.7%	0.8%

Overtime costs in quarter 3 remained identical to quarter 2 for Police Officers and increased by 0.1% for Police Staff. Compared to quarter 3 last year, Police Officer overtime has decreased by 1.2% and Police Staff by 0.2%.

6. CONTEXT INDICATORS

Context indicators can be used in conjunction with performance indicators in this report. They are not measures of performance, but are designed to provide wider information on the demands placed on the Force and the environment in which we operate.

Number of telephone calls and incidents (NI)

Telephone Calls	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Total Number of 999 Calls	14900	15039	13984	12595	13595	13168	14169
Total Number of Non-Emergency Calls	94258	92460	86004	82331	93437	90803	84561

STORM Incidents (Command and Control System)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	22512	22917	19949	18641	21656	21320	19388
Aberdeenshire	12781	13104	12601	11532	12395	12566	11901
Moray	6068	6287	5380	5119	5358	5366	5128
Total	41361	42308	37930	35292	39409	39252	36417

Number of CrimeFiles (LI)

Number of CrimeFiles	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	7089	6911	6609	6443	7539	6979	6639
Aberdeenshire	4179	4146	3471	3395	4253	3954	3339
Moray	2023	1806	1613	1467	1634	1537	1533
Total	13291	12863	11693	11305	13426	12470	11511

Number of sudden death reports to Procurator Fiscal (NI)

Sudden Deaths	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Sudden Deaths	148	142	125	136	123	125	142

NOT PROTECTIVELY MARKED

Number of missing person incidents (NI) and number of missing persons and levels of risk (LI)

Missing Person Incidents (NI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Aberdeen	373	333	215	301	427	363	337
Aberdeenshire	131	140	114	152	164	110	111
Moray	105	121	91	105	80	86	88
Total	609	594	420	558	671	559	536

Missing Persons (LI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
High Risk	64	69	53	59	57	68	55
Medium Risk	184	177	132	150	120	128	139
Low Risk	336	342	266	337	453	377	312
Total	584	588	451	546	630	573	506

Number of Registered Sex Offenders in the community (NI)

Registered Sex Offenders (NI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Registered Sex Offenders in the Community	283	260	266	282	276	268	263

These statistics are a snap shot at the end of each quarter and reflect the number of offenders within the community.

Legal Services (LI)

Offender Management – Legal Services	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
SOPO	31	33	34	37	37	39	40
Interim SOPO	4	5	4	3	3	5	4
RSHO	2	1	1	2	2	2	2
Interim RSHO	1	1	2	1	2	2	1

Number of domestic abuse incidents (NI)

Domestic Abuse	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Incidents	952	825	808	815	897	895	924

Number of drug related deaths (LI)

Drug Related Deaths	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Drug Related Deaths (LI)	4	14	9	11	8	8	8

Number of Problem Drug Users (NI)

Annual Statistics	2009/10	2010/11
Problem Drug Users	4340	4153

Figures are based on the report, commissioned by the then Scottish Executive, entitled 'Estimating the National and Local Prevalence of Problem Drug Misuse in Scotland'. This statistic will therefore remain constant until a new national source of data is identified.

Number of individuals brought into custody (NI)

Custodies	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Individuals Brought into Custody	4876	4871	4738	4842	5144	4915	4566

Number of Freedom of Information requests and questions (NI)

Freedom of Information (FOI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Number of requests	146	179	173	213	159	152	147
Number of questions within requests	624	814	618	692	518	568	472

Disclosure (LI)

Disclosure (LI)	Q1 09/10	Q2 09/10	Q3 09/10	Q4 09/10	Q1 10/11	Q2 10/11	Q3 10/11
Data Protection requests received	655	624	599	841	686	630	505
% completed within 40 calendar days (target: 100%)	100%	99%	99%	99%	100%	99%	99%
Part V enquiries from Disclosure Scotland	749	762	789	666	637	754	625
% completed within 14 calendar days (target: 90%)*	97%	96%	92%	94%	10%	4%	21%

7. APPENDIX

7.1 INTERPRETATION OF INFORMATION

7.1.1 FORCE PRIORITIES

The purpose of this report is to provide a picture of Grampian Police Force Priorities and how the Force is addressing them. This report identifies work and progress during quarter 1 of 2010/11. The Force Priorities for 2010/11 are:

- Antisocial Behaviour
- Community Focus
- Efficiency & Productivity
- Force Reputation & Standards
- National Security
- Public Protection
- Road Casualty Reduction
- Serious Organised Crime & Drugs
- Violence

7.1.2 NATIONAL INDICATORS (NI)

The SPPF was launched across Scotland in April 2007 and identified a set of National Indicators to be reported by all Forces. Additional indicators have been introduced each year. The information contained in this report reflects the structure of the information provided within the SPPF, which is still evolving.

In this report, National Indicators have been integrated with Force Priorities, where relevant to that priority, and are now identified by the acronym **(NI)** after the title. Any calculations in this report which record statistics in proportion to population use the General Register's Office for Scotland 2009 mid year estimates of population, which record the Grampian population as 544,980 for 2010/11.

Audit Scotland provide annual direction on Statutory Performance Indicators (SPIs). Previously 9 were set for Police Forces, however, in 2009/10, all indicators within the SPPF became auditable, therefore all NI's are now auditable.

Crime Trend Information

Where historical data is available, this is reported on a quarterly basis to provide comparison and an indication of longer term trends. Where graphs are used, the bars display the number of crimes/offences using the left axis, and the lines relate to the percentage detection rate in the right axis.

Quarter on Quarter Comparison

Where possible, statistics for the same quarter in the last financial year have been provided, and where not available, have been marked '-' (No Data Available). As sources of information build, particularly for new indicators, greater comparison and interpretation of the data will become possible.

7.1.3 LOCAL INDICATORS (LI)

Where local indicators provide an additional level of information deemed useful in providing further context to the reader, they are included in tables in the document, either within sections on Force Priorities or alongside National Indicators. Local Indicators are identified by the acronym **(LI)** after their title. These Local Indicators are reflective of Force Priorities and local needs.

7.1.4 SINGLE OUTCOME AGREEMENTS (SOAs)

Single Outcome Agreements (SOAs) were introduced in Scotland as a result of the concordat between the Scottish Government and COSLA. An important element of the SOA approach is the annual reporting process. This reporting has a dual purpose to provide an outward focus reporting to the public on the delivery of outcomes in the local area, and second, to report to the Scottish Government a Local Authority or Community Planning Partnership's (CPP's) contribution towards the governance, management and delivery of local services and outcomes. This includes Grampian Police as a statutory partner in the CPP.

The SOA Guidance confirmed that the SOA will be subject to annual reviews and that the annual reports to the Scottish Government will be integral parts of the reports to local communities which Councils prepare under their duty of Public Performance Reporting (PPR). Reporting should also inform PPR reports to local communities.

To ensure the Force's statistical reporting processes remain as consistent and efficient as possible, where there is commonality in the region's 3 SOAs, these have been incorporated into our quarterly reporting processes. As such, these are highlighted in this report and within the associated PPR reports compiled by each of the 3 divisions every quarter.

7.1.5 BASELINES AND 'TRAFFIC LIGHTS'

Where appropriate, an aspirational target has been set by the Force for certain indicators. These targets are based on:

1. The baseline set from the average of the past 3 years annual performance data.
2. An aspirational value based on the best annual figure during the past three years.

Where these are applied the following traffic light system is used:

Excellent (Aspirational)	
Good (Baseline)	
Below Average	

- Performance highlighted in green is classified as excellent, representing an improvement in our best quarterly performance over the last 3 years,
- Performance highlighted in amber is classified as good performance, indicating that the results achieved exceed the average overall performance over the last three years,
- Performance falling below average is highlighted in red.

Due to continuous improvement within the Force and ongoing excellent levels of performance during the past three years, targets for 2010/11 are increasingly challenging. This is due to the previous excellent performance driving up both the average (baseline) and the best ever (aspirational) targets. It is anticipated that this challenging regime will result increasingly in more targets being categorised as amber, providing evidence of good performance.

7.2 ACRONYMS

ACPOS	Association of Chief Police Officers Scotland
ACT	All Communities Together
ASB	Antisocial Behaviour
ASBFPN	Antisocial Behaviour Fixed Penalty Notice
ASBO	Antisocial Behaviour Order
CCTV	Closed Circuit Television
CMBA	Crime Management Business Area
CNI	Critical National Infrastructure
COPFS	Crown Office Procurator Fiscal Service
CTSA	Counter Terrorism Security Advisor
FAWS	Formal Adult Warning Scheme
FCR	Force Control Room
FEB	Force Executive Board
FOI	Freedom Of Information
FSC	Force Service Centre
FTE	Full Time Equivalent
FTTCG	Force Tactical Tasking Coordinating Group
GIRFEC	Getting it Right for Every Child
GJPB	Grampian Joint Police Board
GROS	General Register Office for Scotland
HMICS	Her Majesty's Inspectorate of Constabulary for Scotland
KSI	Killed or Seriously Injured
LI	Local Indicator
LPT	Local Policing Team
MIT	Major Investigation Team
-	No Data Available

NF	National Front
NHS	National Health Service
NI	National Indicator
PDR	Performance and Development Review
PF	Procurator Fiscal
PPR	Public Performance Reporting
PRS	Pre Referral Screening
RJW	Restorative Justice Warning
RSHO	Risk of Sexual Harm Order
RSO	Registered Sex Offender
RTC	Road Traffic Collision
SOA	Single Outcome Agreement
SOPO	Sexual Offences Prevention Order
SPI	Statutory Performance Indicator
SPPF	Scottish Policing Performance Framework
TTCG	Tactical Tasking and Co-ordinating Group
VFPFO	Vehicle Penalty and Fixed Penalty Offences
VSA	Voluntary Service Aberdeen
WRAP	Workshop to Raise Awareness of Prevent
YJMU	Youth Justice Management Unit

7.3 FURTHER SOURCES OF INFORMATION

Census data is provided by the General Register Office for Scotland, and currently uses the most up to date statistics available: the 'Mid 2009 Population Estimates Scotland'.

Data for the Grampian Police area can be found at:

<http://www.gro-scotland.gov.uk/statistics/publications-and-data/population-estimates/mid-year/mid-2009-pop-est/index.html>

Statistics on drug misuse are contained with the Executive Report commissioned by the Scottish Executive entitled, 'Estimating the National and Local Prevalence of Problem Drug Misuse in Scotland'. Figures based on 2006 estimate. The numbers can be found in section 5.1.6 of the Executive Report, which can be found at:

http://www.drugmisuse.isdscotland.org/publications/local/Prevalence_2009.pdf

Sustaining and Developing our Platform for Success, 2010 can be accessed at:

<http://www.grampian.police.uk/Publications.aspx?id=59&pid=30;31;5;59>

This report will be published at:

<http://www.grampian.police.uk/Publications.aspx?id=133&pid=30;31;5;133>

Further information on the SPPF can be found at:

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

The 2009/10 SPPF Annual Report and the ACPOS Annual Performance Report 2009/10 can be accessed at:

[Association of Chief Police Officers in Scotland \(ACPOS\) Performance and Development Review \(PDR\)](#)



COMMITTEE: GRAMPIAN JOINT POLICE BOARD
DATE: 4TH MARCH 2011
TITLE OF REPORT: BOARD DEVELOPMENT ACTION PLAN

1. PURPOSE OF REPORT

The purpose of this report is to update Members in relation to on-going development initiatives which aim to develop both Members and the efficient workings of the Board, and seek approval of the Development Action Plan attached as Appendix 1.

2. RECOMMENDATION(S)

It is recommended that the Board:-

- 2.1 Agrees the draft Development Action Plan;
- 2.2 Instructs the Depute Clerk to progress the Development Action Plan in conjunction with the Complaints Sub-Committee, Stewardship Sub-Committee and Development Working Group, as appropriate,
- 2.3 Instructs the Depute Clerk to submit regular update reports to the Board for information; and
- 2.4 Agrees the specific role descriptions set out at Appendix 2 and instructs the Depute Clerk to issue a formal copy to all Members;

3. FINANCIAL IMPLICATIONS

There are no specific financial implications arising from the content of the Report, however the introduction of the initiatives set out should assist the Board in planning and monitoring budgets going forward.

4. SERVICE & COMMUNITY IMPACT

There are no specific impacts, however the development work proposed should increase the accessibility of the Board and Members, as well as reinforce the already strong community links in existence.

5. OTHER IMPLICATIONS

The Report will have resource implications insofar as it requires additional work to be carried out by the Clerk's office,

6. REPORT

- 6.1 Members will be aware that there has been significant development work undertaken over the last year e.g. the revision of Standing Orders and the review of the sub-Committee structure and remits, development of the website and electronic production of agendas etc. It is important that this work be progressed, so that the Board continues to improve in terms of its governance and scrutiny role. It is also important that Members are given opportunities to further develop their knowledge and skills in relation to the duties and responsibilities of the Board. As such, the Depute Clerk has produced a draft Development Action Plan for consideration by Members. This plan is an overarching document which sets out to list all current development and improvement activity as a means of ensuring that Members are aware of the on-going work and also to assist the Board in over-seeing this work.
- 6.2 In addition to the above, the Board will be aware that the recent Best Value audit and inspection Report outlined several areas where the Board should seek to improve its performance. Some, if not all, of these improvements are already being progressed, as many were identified by the Board prior to publication of the Best value Report. In order to provide Members with an overview of all outstanding development work, these actions have been incorporated within the draft Development Action Plan and are identified as such. The draft Development Action Plan will be updated following the Board meeting to reflect the steps agreed by the Board to implement the necessary Best value Report improvements.
- 6.3 Informal development sessions were held for the Complaints Sub-Committee, Stewardship Sub-Committee and Development Working Group on 4th February 2011. These sessions provided Members of those sub-committees with an opportunity to consider the remit of each and how it might be discharged. The sessions also identified training and development requirements. The actions arising from these sessions have also been added to the over-arching Development Action Plan, again to ensure that all Board Members have a clear picture of all on-going development and training work. Individual action plans will be prepared for each of the sub-committees to monitor implementation, and progress reports will be submitted to the Board on a regular basis.
- 6.4 Scottish Government guidance sets out the various roles and responsibilities of the Board and Members containing both a description of some of the statutory provisions relating to police boards, and a number of suggestions on good practice. The guidance also provides a general framework for the role of police authorities. In order to assist Members in discharging their role and to demonstrate an overarching philosophy of continuous improvement of the Board draft specific role descriptions have been prepared for the roles of Convener, Vice Convener and a generic Member role. These were submitted

to Members for comment at the last meeting of the Board and are now presented for agreement. Once agreed, copies of the role descriptors will be issued to all Members and incorporated within the Member's Handbook which is currently under development.

7. REPORT AUTHOR DETAILS

Karen M Donnelly, Depute Clerk
KDonnelly@aberdeencity.gov.uk
01224 522416

8. BACKGROUND PAPERS

None

**Karen M Donnelly
Depute Clerk
24th February 2011**

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GRAMPIAN JOINT POLICE BOARD
BOARD DEVELOPMENT ACTION PLAN – 4TH MARCH 2011

Number	Action	Source	Responsible Officer	Update	Target Completion Date	Status
FULL BOARD						
B1	The Board needs to become more proactive in long-term resource planning to help ensure priority areas are resourced appropriately.	Best Value Audit Report	Treasurer / Depute Clerk	The Board instructed the Budget Sub Group to commence discussions on this matter at the Board Budget Meeting on 21 st January 2011. A meeting of the Sub Group is to be arranged for early in the new financial year.	March 2012	On-going
B2	The Board should consider recommendations of the review of the administrative support and training and development arrangements to ensure these are being resourced appropriately.	Best Value Audit Report	Depute Clerk	The Board have instructed the Board Development Working Group to oversee progress on this matter with regular reports to be provided to the Board. The Working Group is to hold its first formal meeting on 4 th March 2011.	March 2012	On-going
B3	The Board should engage more proactively with the Force on the prioritisation, scope and monitoring of improvement work.	Best Value Audit Report	Depute Clerk	The Board will be asked to agree how this will be progressed in the Best Value Improvement Plan report to be considered by the Board on 4 th March 2011.	TBA	On-going
B4	The Board should strengthen its leadership and scrutiny of equalities issues.	Best Value Audit Report	Depute Clerk / Grampian Police	The Board will be asked to agree how this will be progressed in the Best Value Improvement Plan report to be considered by the Board on 4 th March 2011.	TBA	On-going

B5	The Board and the Force should review the content of the annual public performance report to ensure that it provides a summary of the Board's activities and its impact.	Best Value Audit Report	Depute Clerk / Grampian Police	The Board will be asked to agree how this will be progressed in the Best Value Improvement Plan report to be considered by the Board on 4 th March 2011.	TBA	On-going
B6	The Board and the Force should develop a strategic approach to sustainability to ensure that the economic, social and environmental aspects are considered.	Best Value Audit Report	Depute Clerk / Grampian Police	The Board will be asked to agree how this will be progressed in the Best Value Improvement Plan report to be considered by the Board on 4 th March 2011.	TBA	On-going
B7	Role Descriptions for Board Members, Board Vice Convener and Board Convener are to be finalised.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	Members have been invited to comment on the draft role descriptions – no feedback has been received. The Board Development Working Group will consider the draft role descriptions at its meeting on 4 th March 2011 prior to making a recommendation to the Board.	May 2011	On-going
B8	A Training Needs Analysis for all Board Members is to be undertaken	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	Members previously completed Data Protection release forms to enable the Depute Clerk to request training records from the appropriate constituent authority. These are to be requested.	August 2011	On-going
B9	Development Plans for Board Members are to be prepared.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	Draft Development Plans will be created, in conjunction with feedback from the Board Development Working Group, following completion of the Training Needs Analysis referred to above.	December 2011	On-going
B10	A training programme for the Board, including induction training for new Members, is to be agreed	Board Decision – On-going Development of	Depute Clerk	The Board Development Working Group are to give initial consideration to the development	December 2011	On-going

	by the Board.	Board & Members – 12 th November 2010		of a training programme at its meeting on 4 th March 2011.		
B11	A programme of Board training / briefing sessions is to be arranged to take place at the conclusion of alternate Board meetings, with an early session covering financial planning and dealing with the impact of the current budget constraints.	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	It is planned that the first post-Board briefing session take place on Friday 20 th May 2011 and that this session will cover financial planning and dealing with the impact of the current budget constraints. The Board Development Working Group will be invited to consider possible topics for future session at its meeting on 4 th March 2011.	May 2011	On-going
B12	A Handbook for Board Members is to be developed	Board Decision – On-going Development of Board & Members – 12 th November 2010	Depute Clerk	Staff within the Clerks Office will draft appropriate material for inclusion within a Board Members Handbook as the work of the Board Development Working Group progresses. The Board Development Working Group will be invited to participate in planning the contents and reviewing the draft documents.	March 2012	On-going
COMPLAINTS SUB COMMITTEE						
C1	The Board should complete the review of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship sub-committees.	Best Value Audit Report	Depute Clerk	The Complaints Sub Committee gave this matter some consideration at its Development Session on 4 th February 2011 – the issue of the Election of a Chairperson is to be placed on the agenda for the Sub Committee meeting on 28 th March 2011.	March 2011	On-going

C2	The Police Board should develop and publish formal procedures and service standards for their handling of complaints	PCCS Report – Holding to Account	Depute Clerk	A draft Complaints Procedure for the Board has been prepared, however, on-going discussions at Scottish level may impact on this and a conclusion to these is awaited prior to further work being undertaken.	December 2011	On-going
C3	The Complaints Sub Committee should prepare and publish an annual plan	PCCS Report – Holding to Account	Depute Clerk	The Complaints Sub Committee considered this matter at a Development Session on 4 th February 2011 and is to give further thought to the appropriate format for such a plan.	September 2011	On-going
C4	The Police Board should ensure that all policies, practices and procedures, in relation to their oversight and handling of complaints, are compliant with human rights legislation.	PCCS Report – Holding to Account	Depute Clerk	All Board policies, practices and procedures are already subject to review within the Clerks Office for compliance with Human Rights legislation. This practice will continue, particularly in relation to the development of formal Complaints procedures.	December 2011	On-going
C5	A Training Needs Analysis should be conducted for Board Members appointed to handle or oversee complaints.	PCCS Report – Holding to Account	Depute Clerk	As indicated at B8 above, a Training Needs Analysis for all Board Members is to be undertaken. With respect to Members of the Complaints Sub Committee, this will include reviewing relevant training in connection with the handling and overseeing of complaints.	August 2011	On-going
C6	Complaints Sub Committee Meetings should be open to the public, and legislative exemption to exclude the public from any part of the meeting should be used only in	PCCS Report – Holding to Account	Depute Clerk	It is existing practice that Complaints Sub Committee Meetings are open to the public and that legislative exemptions are used only in exceptional	June 2011	On-going

	exceptional circumstances.			circumstances. The Clerks Office is to undertake a review of the use of legislative exemptions to ensure compliance with this recommendation.			
C7	The Complaints Sub Committee should undertake a dip-sampling regime in relation to completed complaints cases.	PCCS Report – Holding to Account	Audit	Depute Clerk	Following discussion at the Development Session held on 4 th February 2011, a training day for Complaints Sub Committee Members at the Professional Standards Department is to be arranged. This will include an opportunity for Sub Committee Members to 'track' a complaint through the complaints handling process and to undertake a dip-sampling of completed complaints cases. Thereafter, regular opportunities to conduct dip-sampling will be scheduled.	June 2011	On-going
C8	A protocol should be agreed by the Police Board and the Force in relation to the provision of statistical and analytical complaint data.	PCCS Report – Holding to Account	Audit	Depute Clerk	There is presently in place informal agreements between the Board and the Force regarding the provision of statistical and analytical complaint data. The Head of Professional Standards and the Depute Clerk are to discuss the development of a formal protocol.	December 2011	On-going
C9	The Police Board should ascertain the costs of complaint handling at force level with a view to identifying opportunities to improve the overall complaints service provided	PCCS Report – Holding to Account	Audit	Depute Clerk / Grampian Police	It is not known at present if it will be possible for these costs to be identified. The Head of Professional Standards and the Depute Clerk are to discuss this matter further and report back to the Sub Committee.	December 2011	On-going

C10	The Police Board should periodically review procedures for dealing with complaints and Board procedures for complaint handling and oversight	PCCS Report – Holding to Account	Audit	Depute Clerk	It is proposed that, once such procedures are in place, the Complaints Sub Committee will be invited to review same on an annual basis.	December 2011	On-going
STEWARDSHIP SUB COMMITTEE							
S1	The Board should complete the review of its current governance and implement any improvement actions, including the current arrangements for chairing the complaints and stewardship sub-committees.	Best Value Report	Audit	Depute Clerk	The Stewardship Sub Committee gave this matter some consideration at its Development Session on 4 th February 2011 – the issue of the Election of a Chairperson is to be placed on the agenda for the Sub Committee meeting on 28 th March 2011.	March 2011	On-going
S2	The Stewardship Sub Committee should consider whether the current arrangements for chairing Sub Committees should be revised.	Internal Report – Review of Governance	Audit	Depute Clerk	As above, this issue is to be considered by the Sub Committee at its meeting on 28 th March 2011.	March 2011	On-going
S3	The Stewardship Sub Committee should conduct an annual assessment of performance	Internal Report – Review of Governance	Audit	Depute Clerk	The Stewardship Sub Committee considered this matter at a Development Session on 4 th February 2011 and is to give further thought to the appropriate format for such an assessment.	September 2011	On-going
S4	The Stewardship Sub Committee should consider the development of a more detailed action plan.	Internal Report – Review of Governance.	Audit	Depute Clerk	The Stewardship Sub Committee considered this matter at a Development Session on 4 th February 2011 and is to give further thought to the appropriate format for such a plan.	September 2011	On-going
OTHER / GENERAL							

G1	The Board must ensure it has an operational Independent Custody Visiting Scheme in place.	Best Value Audit Report	Depute Clerk	Final administrative processes in connection with the appointment of volunteers are presently being completed. A rota for visits in March 2011 to custody facilities in Aberdeen (Queen Street), Elgin and Fraserburgh has been issued.	Spring 2011	On-going
G2	The Board Web Pages are to be developed further to be a useful resource for Board Members, Officers and members of the public.	Board Decision – Web Presence – 11 th December 2009	Depute Clerk	Officers from the Clerks Office are to engage with the Board Development Working Group regarding the development of the GJPB web presence and will progress this in conjunction with colleagues within the Aberdeen City Council Web Team.	October 2011	On-going

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APPENDIX 2

ROLE DESCRIPTION – BOARD MEMBER

Key Purpose/Role

- To represent the views and interests of your Police Authority and to deal with all enquiries and representations fairly and without prejudice;
- To contribute actively, within the Board's decision making structures, to the formation and scrutiny of the Board's policies, budgets, and strategies, and to the scrutiny of the service delivery and financial performance of Grampian Police; and
- To promote the best interests of the Board and the community as they relate to the improvement of the quality of life, safety and wellbeing of the community and its citizens.

Key Tasks/Accountabilities

- To represent and act as an advocate for the interests of the Board;
- To be available to represent and deal effectively with enquiries and representations from members of the local community;
- To liaise and work with local organisations and representative groups to further the interests of the Board;
- To participate effectively and objectively as a Member of any Committee, Sub-Committee or Working Group to which appointed, including related responsibilities for the services and any resources falling within that body's terms of reference;
- To support the development of an effective working relationship with other Board Members and staff and with officers/staff of Grampian Police;
- To participate in the activities of any outside body or partnership forum to which appointed by the Board and to develop and maintain a working knowledge of the Board's policies and practices in relation to that body, and of the community's needs and aspirations in relation to that body's role and functions, e.g. Community Planning Partnerships;
- To fulfil the statutory code of conduct and standards for Elected Members;
- To observe and comply with the Board's Standing Orders Relating to the Conduct of Meetings and the Scheme of Delegation and Administration to Committees, Sub-Committees and officers;
- To undertake appropriate training and development; and
- To adhere to the principles of the Continuous Professional Development Framework for Elected Members in Scottish Local Government.

ROLE DESCRIPTION – CONVENER OF GRAMPIAN JOINT POLICE BOARD

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Convener –

Key Purpose/Role

- To represent the Board on public occasions;
- To provide leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To provide strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the full Board and allocated Sub-Committees and Working Groups and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on the Scottish Police Authorities Conveners' Forum and on COSLA's Community Safety Executive Group as appropriate; and
- To develop and maintain partnership working with other agencies and to ensure the maintenance of links between the Board and the Constituent Authorities' Community Planning Partnerships.

Key Tasks/Accountabilities

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Chief Constable and the Clerk to the Board in discussions and negotiations with national bodies;
- To provide an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with Officers/staff of Grampian Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.

ROLE DESCRIPTION – VICE-CONVENER OF GRAMPIAN JOINT POLICE BOARD

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Vice-Convenor –

Key Purpose/Role

- To represent the Board on public occasions as required;
- To support the Convenor in providing leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To support the Convenor in providing strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the full Board, in the absence of the Convenor, and meetings of allocated Sub-Committees and Working Groups, and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on any external bodies to which appointed, e.g. Community Planning Partnership Performance Board, and to substitute for the Convenor on external bodies where appropriate; and
- To develop and maintain partnership working with other agencies.

Key Tasks/Accountabilities

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Convenor, Chief Constable and Clerk to the Board in discussions and negotiations with national bodies;
- To support the Convenor in providing an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Grampian Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government

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COMMITTEE: GRAMPIAN JOINT POLICE BOARD

DATE: 4TH MARCH 2011

TITLE OF REPORT: GRAMPIAN GYPSY / TRAVELLERS SUMMIT –
UPDATE REPORT

1. PURPOSE OF REPORT

The purpose of this report is to provide an update to the Grampian Joint Police Board of arrangements for the Grampian Gypsy / Travellers Summit and seek the approval of the Board for these.

2. RECOMMENDATION(S)

It is recommended that the Board agree:

That the Grampian Gypsy / Traveller Summit, Building Consensus: A Constructive Way Forward, will take place on Tuesday 5th April 2011 and will be held at Inverurie Town Hall.

That the purpose of the Summit will be to improve relations and ease tensions within the North East community and to seek consensus and support for a fresh approach to this issue.

That the desired outcomes of the Summit are:

- To improve relations and reduced barriers to communication
- To increase understanding of the Scottish Governments Aberdeen City and Aberdeenshire Interim Strategy and what it may mean for the area
- To build cross-party and community support for the establishment of short-stay sites in the Grampian area
- To develop a roadmap / routes identifying where we want to be and how we are going to get there.

To nominate up to 5 Board Members to attend the Summit on behalf of the Board.

3. FINANCIAL IMPLICATIONS

The Grampian Joint Police Board previously agreed a budget of up to £2,000 to fund the Grampian Gypsy / Travellers Summit. Aberdeen City Council has also contributed funding and a detailed forecast budget is currently being prepared.

4. SERVICE & COMMUNITY IMPACT

None

5. OTHER IMPLICATIONS

None

6. REPORT

6.1 Following previous decision of the Board, Grampian Racial Equality Council (GREC) have been engaged to facilitate the planning of this Summit and to facilitate effective running of the Summit. GREC have brought together a Steering Group, consisting of representatives from each constituent authority, Grampian Police, GREC and the Clerks Office, to assist with the planning process.

6.2 The Steering Group has met on two occasions, and three further meetings have been scheduled. The role of the Steering Group is to enable a multi agency approach and to contribute relevant knowledge and experience to the planning of the summit.

6.3 The Steering Group have, in moving forward with the planning process, been mindful of the discussion on this topic held at the GJPB Meeting in September 2010, issues surrounding unauthorised encampments and temporary halting sites and the on-going work of the Scottish Government Housing Minister's Working Group on Gypsy/Traveller issues in Aberdeen and Aberdeenshire. GREC have also had discussions with a range of organisation who work with or who represent Gypsy / Travellers to inform the planning process.

6.4 Following consideration of the necessary timescale for planning, the availability of key personnel, the availability of a suitable venue and the impact of the forthcoming Scottish Parliament Election, the Steering Group have identified Tuesday 5th April 2011 as the date for the Summit to be held. Further, the Steering Group have identified Inverurie Town Hall as the preferred venue. This venue holds up to 90 people and the cost for venue hire plus lunch and refreshments totals approximately £825.00. In addition, crèche facilities will be provided for participants.

6.5 The Steering Group have proposed that the purpose of the Summit be stated as "To facilitate ways to improve relations and ease tensions within the North East community in respect to Gypsy / Travellers and to seek consensus and support for a fresh approach to this issue."

6.6 The desired outcomes of the Summit have been identified as:

- To improve relations and reduced barriers to communication
- To increase understanding of the Scottish Governments Aberdeen City and Aberdeenshire Interim Strategy and what it may mean for the area

-
- To build cross-party and community support for the establishment of short-stay sites in the Grampian area
 - To develop a roadmap / routes identifying where we want to be and how we are going to get there.
- 6.7 The Steering Group have developed an invite list for the Summit. This includes:
- Elected Members from Aberdeen City, Aberdeenshire and Moray Councils (each group within each Council will be invited to nominate a representative to attend)
 - Relevant Officers (with both operational and strategic remits) from each constituent authority
 - Local Members of the Scottish Parliament
 - The Scottish Government Housing Minister
 - Representatives from local Community Councils
 - Gypsy / Travellers
 - Representatives from Grampian Police and NHS Grampian
 - Representatives from the Equality & Human Rights Commission
 - Representatives from the Fiscals Office
 - Representatives from GREC
- 6.8 The GJPB are also invited to send representatives to the Summit. Given the limited capacity of the venue, it is proposed that the Board send up to 5 Members.
- 6.9 The Summit programme will include an Introductory Session, a keynote speaker, a range of workshop discussions focussed on each of the desired outcomes and a panel question and answer session.
- 6.10 Following the conclusion of the Summit, GREC will prepare a Summit Report and Evaluation including the development of the roadmap referred to in the desired outcomes. This will be distributed to all participants and to other relevant agencies.

7. REPORT AUTHOR DETAILS

Fiona Smith, Policy & Advice Officer

E-mail: fismith@aberdeencity.gov.uk

Telephone: 01224 522516

8. BACKGROUND PAPERS

None

Karen M Donnelly
Depute Clerk
25th February 2011

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COMMITTEE: GRAMPIAN JOINT POLICE BOARD

DATE: 4th March 2011

TITLE OF REPORT: POLICE APPEALS TRIBUNAL

1. PURPOSE OF REPORT

The purpose of the report is to advise the Board of an appeal to a Police Appeals Tribunal received and the need to appoint members of the Tribunal.

2. RECOMMENDATION(S)

It is recommended that the Board:

- Appoint the Clerk as Registrar to the Police Appeals Tribunal
- Appoint the Depute Clerk as Depute Registrar to the Police Appeals Tribunal
- To appoint Councillor Martin Grieg, Mr Andrew Cameron, Mr Calum Laurie and Mr Andrew Young QC to this Police Appeals Tribunal.

3. FINANCIAL IMPLICATIONS

The costs of the Police Appeal Tribunal are yet to be established and will be reported to the Board in due course.

4. SERVICE & COMMUNITY IMPACT

None

5. OTHER IMPLICATIONS

None

6. REPORT

6.1 In terms of Section 30 of the Police (Scotland) Act 1967 as substituted by section 55 of the Police and Magistrates Courts Act 1994, constables may appeal against dismissal to a Police Appeals Tribunal.

6.2 The Police Appeals Tribunals (Scotland) Rules set out the procedures for dealing with such appeals.

6.3 The Board are required to appoint a Registrar to the Tribunal under these rules. The Registrar is required to perform the functions of the Registrar as specified in the Rules. These duties include, amongst others, administrative and support functions relating to the appeals process. The Clerk to the Board is normally appointed as Registrar. In addition, the Board are invited to appoint the Depute Clerk as Depute Registrar to the Tribunal.

6.4 On receipt of an appeal by a constable (who is not a senior officer), the Registrar is required to request that the Police Board appoint the members to the Tribunal. Membership of the Tribunal is made up as follows:

A person chosen from a list of persons nominated by the Lord President of the Court of Session (who chairs the Tribunal)

A representative of the Grampian Joint Police Board

A person chosen from a list maintained by the Secretary of State of persons who are (or have been within the last 5 years) Chief Constables, other than a person who is (or has at any time been) Chief Constable of Grampian Police.

A retired constable of appropriate rank

6.5 An appeal has been received and it is therefore necessary for the Board to appoint a Police Appeals Tribunal.

6.6 The following individuals have been consulted and have agreed to service on a Police Appeals Tribunal, subject to the Board's approval:

Mr Andrew Young, QC

Councillor Martin Grieg, Convener, Grampian Joint Police Board

Mr Andrew Cameron, former Chief Constable, Central Scotland Police

Mr Calum Laurie, former Constable, Lothian & Borders Police.

6.7 The Police Appeal Tribunals Approved rates for fees and expenses were last set in May 1998. As a consequence the amount allowed for overnight accommodation (if required by Tribunal Members) is a maximum of £61.50 per night. As this rate does not reasonably reflect the cost of hotel accommodation in Aberdeen, Tribunal Members have been invited to book accommodation via the Aberdeen City Council Travel Section. This will ensure that Members can make use of Government rates where possible and that the Board will be invoiced directly for accommodation costs.

7. REPORT AUTHOR DETAILS

Fiona Smith, Policy & Advice Officer

E-mail: fismith@aberdeencity.gov.uk

Telephone: 01224 522516

8. BACKGROUND PAPERS

None

**Karen M Donnelly, Depute Clerk
23rd February 2011**

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