



GRAMPIAN JOINT POLICE BOARD



**GRAMPIAN**  
P·O·L·I·C·E

*Keeping our communities safe*

**Grampian Joint Police Board and Grampian Police  
Best Value Audit and Inspection  
Joint Improvement Plan  
February 2011**

NOT PROTECTIVELY MARKED  
**INTRODUCTION**

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.

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

- Assess the extent 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 auditor and Her Majesty's Inspector of Constabulary for Scotland (HMICS) on an ongoing basis.

As a consequence of the audit and inspection, a report has been produced jointly by the Controller of Audit (Audit Scotland) and Her Majesty's Inspector of Constabulary for Scotland. Key areas were identified where the Force and the Board need to improve. These key areas are contained within this improvement plan.

<b>Date Recommendation Commenced:</b> January 2011		<b>Date Recommendation Complete:</b>		<b>Recommendation Owner:</b> Grampian Joint Police Board.	
1. <b>Recommendation No. 1 Governance and Accountability.</b> The Board must ensure that it delivers an effective Independent Custody Visiting Scheme (ICVS).					
2. <b>Report/Background Content leading to recommendation:</b> 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.					
3. <b>Position (baseline):</b> There have been several attempts to establish an ICVS over the years since the duty was introduced but these have all failed. However the Board now has a Scheme which is about to become operational					
4. <b>Action to be taken:</b>					
5. <b>Lead Responsibility:</b> Depute Clerk					
<b>Task No</b>	<b>Task</b>			<b>Timescale</b>	<b>Completed</b>
(a)					
(b)					
(c)					
6. <b>Resources Required</b> ( <i>Finance, Personnel, Equipment, etc</i> ):					
7. <b>Impact of Change</b> (for example benefits obtained, savings achieved):					
8. <b>Are Review Arrangements Required?</b> ( <i>e.g. after 3/6/12 months</i> ):					

<b>Date Recommendation Commenced:</b> January 2011		<b>Date Recommendation Complete:</b>		<b>Recommendation Owner:</b> Grampian Joint Police Board.	
<b>1. Recommendation No. 2 Use of Resources.</b> The Board needs to become more proactive in long-term resource planning to help ensure priority areas are resourced appropriately.					
<b>2. Report/Background Content leading to recommendation:</b> 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.					
<b>Position (baseline):</b> 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. In addition, training on medium/long term financial planning is to be provided for Board Members following the Board Meeting on 20 <sup>th</sup> May 2011.					
<b>3. Action to be taken:</b>					
<b>4. Lead Responsibility:</b> Depute Clerk					
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>		
(a)					
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(c)					
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<b>7. Impact of Change (for example benefits obtained, savings achieved):</b>					
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<b>Date Recommendation Commenced:</b> January 2011	<b>Date Recommendation Complete:</b>	<b>Recommendation Owner:</b> Grampian Joint Police Board.	
<b>1. Recommendation No. 3 Governance and Accountability.</b> 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.			
<b>2. Report/Background Content leading to recommendation:</b> The Board recognised that further improvements could be made to its governance arrangements and instigated a review in 2009. The Board's two main sub-committees on stewardship and complaints operate effectively by scrutinising force performance, but the Convenor of the Board currently also chairs both sub committees. This is not good practice as part of the remit of the sub committees is to scrutinise the performance of the Force and the Board.			
<b>3. Position (baseline):</b> The board plans to review the governance arrangements in the second quarter of 2011. The position of Chair shall be addressed at the next meeting of both the main sub-committees which takes place on 28 <sup>th</sup> March 2011.			
<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b> Depute Clerk			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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1. <b>Recommendation No. 4 Governance and Accountability.</b> The Board should consider recommendations of the review of the administrative support and training and development arrangements to ensure these are being resourced appropriately.					
2. <b>Report/Background Content leading to recommendation:</b> A recent review by the internal auditor has identified a range of options for improving the administrative/research capacity to members. The Clerk and her staff are currently reviewing the training provided by member's constituent councils as part of a training needs analysis for members.					
3. <b>Position (baseline):</b> Managers at Aberdeen City Council are considering the internal auditors administrative review report. Other steps are also being pursued to free up additional resources to support the development work of the Board.					
4. <b>Action to be taken:</b>					
5. <b>Lead Responsibility:</b> Depute Clerk					
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>		
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7. <b>Impact of Change (for example benefits obtained, savings achieved):</b>					
8. <b>Are Review Arrangements Required? (e.g. after 3/6/12 months):</b>					

<b>Date Recommendation Commenced:</b> January 2011		<b>Date Recommendation Complete:</b>		<b>Recommendation Owner:</b> Grampian Joint Police Board.	
1. <b>Recommendation No. 5 Performance Management and Improvement.</b> The Board should engage more proactively with the Force on the prioritisation, scope and monitoring of improvement work.					
2. <b>Report/Background Content leading to recommendation:</b> 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 sub-committee 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.					
3. <b>Position (baseline):</b>					
4. <b>Action to be taken:</b>					
5. <b>Lead Responsibility:</b>					
<b>Task No</b>	<b>Task</b>			<b>Timescale</b>	<b>Completed</b>
(a)					
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7. <b>Impact of Change (for example benefits obtained, savings achieved):</b>					
8. <b>Are Review Arrangements Required? (e.g. after 3/6/12 months):</b>					

<b>Date Recommendation Commenced:</b> January 2011	<b>Date Recommendation Complete:</b>	<b>Recommendation Owner:</b> Grampian Joint Police Board.	
<b>1. Recommendation No. 6 Equalities.</b> The Board should strengthen its leadership and scrutiny of equalities issues.			
<b>2. Report Content leading to recommendation:</b> The Board receives half-yearly equality performance reports on the Force's single equality scheme and regular reports on workforce statistics and trends, but there is little evidence of active scrutiny or challenge this information. The Board has taken limited steps to mainstream equalities. 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.			
<b>3. Position (baseline):</b>			
<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b>			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
(a)			
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<b>Date Recommendation Commenced:</b> January 2011	<b>Date Recommendation Complete:</b>	<b>Recommendation Owner:</b> Grampian Police	
<b>1. Recommendation No. 7 Managing Finance.</b> 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.			
<b>2. Report Content leading to recommendation:</b> 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 costs of targeting drug dealing. This makes it difficult to evaluate the relationship between resources invested and the outcomes achieved by that investment.			
<b>3. Position (baseline):</b> The Force has recently been recasting the 2010-11 revenue budget using the Police Objective Analysis methodology at the more detailed Level 2. This provides a breakdown of costs across the different activities and functions within the Force. As all Scottish Forces are carrying out this analysis, it is proving to be a useful benchmark against the costs and performance can be compared. The biggest element of spend is on the pay costs for Police Officers and Staff. A process has been put in place by the Service Reconfiguration Programme Team to evaluate the impact of a reduction in headcount and consequential savings, as Officers and Staff leave the Force but are not replaced.			
<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b> Gary Black, Senior Financial Accountant, Finance & Administration, Corporate Services.			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
(a)			
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<b>1. Recommendation No. 8 Performance Management &amp; Improvement.</b> The Force should use more comparative information to improve the quality and balance of performance reporting.			
<b>2. Report Content leading to recommendation:</b> 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.			
<b>3. Position (baseline):</b> At the time of the HMICS / Audit Scotland audit and inspection, the Force performance reports could not include benchmark information due to the lack of timely accurate data. Since December 2010, ACPOS quarterly performance reports have been published which report on the indicators included in the Scottish Policing Performance Framework (SPPF). This information can be used for benchmarking / comparative purposes.			
<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b> Helen Christie, Performance & Improvement Manager, Development & Governance.			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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<b>6. Resources Required (Finance, Personnel, Equipment, etc):</b>			
<b>8. Impact of Change (for example benefits obtained, savings achieved):</b>			
<b>9. Are Review Arrangements Required? (e.g. after 3/6/12 months):</b>			

<b>Date Recommendation Commenced:</b> January 2011	<b>Date Recommendation Complete:</b>	<b>Recommendation Owner:</b> Grampian Police	
<b>1. Recommendation No. 9 Equalities.</b> The Force needs to develop outcome-focussed equalities measures in order to assess the impact of its work in this area.			
<b>2. Report Content leading to recommendation:</b> The Force is making good progress in supporting the mainstreaming of equalities. It has invested in developing strategies, systems and processes and standard operating procedures. The Force now needs to develop indicators to assess the impact of the investment it has made.			
<b>3. Position (baseline):</b> As part of The Equality Act 2010 (Statutory Duties) (Scotland) Regulations 2011, each local authority, including Grampian Police are required to prepare and publish equality outcomes which have been reached with the involvement of people with protected characteristics. Further to this, the progress made on these outcomes have to be published at least every two years and the outcomes reviewed within four years of initial publication. To allow us to report as requested, measures will be put in place to capture this information. This in turn will give an indication of the impact of the Force's work in this area.			
<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b> Douglas Beattie, Superintendent, Community Support.			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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<p><b>1. Recommendation No. 10 Performance Assessment.</b> 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 in tackling controlled drugs and road traffic accidents.</p>		
<p><b>2. Report Content leading to recommendation:</b> In 2009/10 there were 31 complaints per 10,000 incidents, this was significantly higher than the Scottish average of 1735 and was the second highest in Scotland. It is important that the Force considers whether it is committing sufficient resources to continue the recent improvement on performance on road casualties. 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 have almost doubled from 449 in 2006/07 to 879 in 2009/10.</p>		
<p><b>3. Position (baseline):</b> Recording processes have been refined and developed between 2007 and 2010, with the implementation of a new complaints definition, an increase in awareness internally and more robust recording processes. As a consequence, the Force has experienced an increase in recorded complaints over the past 3 years. However, the number of On Duty Criminal complaints is very low. During the year, 38 such complaints were made and this equates to 8% of all On Duty complaints during 2009/10.</p> <p>Although 2009/10 offered an improvement on the previous year in terms of road casualties, it was still higher than 2006/07 and 2007/08. The Focus of the Road Casualty Reduction priority has continued to be on young drivers, motorcyclists and pedestrian related behaviour where alcohol has been a factor. The Force has seen a reduction in the Killed and Seriously Injured (KSI) figures for these groups, although they still dominate Grampian's road casualty statistics.</p> <p>The Force considers that part of the increase in racial incidents and crimes is a result of the effects to improve reporting mechanisms, raise awareness, proactive campaigns and improve public confidence in this area.</p> <p>Since 1 April 2010, the Major Investigation Teams have recovered controlled drugs with a street value of approximately £700,000 and over £150,000 in cash. This is in addition to another £25,000 of controlled drugs seized across the Force, with a total of 153 people arrested in relation to Serious Organised Crime &amp; Drugs. In context, the value of cash productions seized in relation to Misuse of Drugs Act Offences has increased by 76% in the YTD compared to last year.</p>		

<b>4. Action to be taken:</b>			
<b>5. Lead Responsibility:</b> Helen Christie, Performance & Improvement Manager, Development & Governance.			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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<b>1. Recommendation No. 11 Performance Management and Improvement.</b> 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.			
<b>2. Report Content leading to recommendation:</b> 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. 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.			
<b>3. Position (baseline):</b>			
<b>4. Action to be taken:</b> The Board will include a section in the Force Annual Report 2010/11.			
<b>5. Lead Responsibility:</b> Jane MacEachran, Clerk to the Board.			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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<b>1. Recommendation No. 12 Sustainability.</b> The Board and the Force should develop a strategic approach to sustainability to ensure that the economic, social and environmental aspects are considered.			
<b>2. Report Content leading to recommendation:</b> The Force and 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.			
<b>3. Position (baseline):</b> A Climate Change Action Plan 2010/20 has been approved by ACPOS. A Carbon Management Plan (CMP) has been completed and approved by Grampian Police with support of the Carbon Trust. This CMP has identified that the baseline figure of CO2 emissions made by Grampian Police in 2009/10 was 9,523 tonnes.			
<b>4. Action to be taken:</b> The CMP sets out a series of work streams to reduce CO2 emissions and produce significant cost savings in fuel and energy consumed and waste produced. Grampian Police has set itself a target to reduce its CO2 emissions by 20% by 2015.			
<b>5. Lead Responsibility:</b>			
<b>Task No</b>	<b>Task</b>	<b>Timescale</b>	<b>Completed</b>
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