



# **Annual Report of the Chief Constable**

## **2007-2008**

**- Delivering the Policing Plan**

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## 1.0 **Chief Constable's Foreword**

- 1.1 It is my honour to present the Annual Report for Fife Constabulary for 2007-2008, at the end of a year that has seen the election of new governmental administrations at both a local and national level, new arrangements for the delivery of local Council services, and new structures established for the delivery of national policing services.
- 1.2 While some of the detail of the final statistics for the year has still to be audited, the indicative budgetary and police performance figures show that the force has concluded the year in line with the revised budgetary plan, and at the same time delivered some remarkable results in terms of operational achievement and procedural improvement.
- 1.3 The approach of Fife Constabulary is one which acknowledges that these results could not have been achieved without the outstanding efforts of our staff, complemented by the willing support of many public, private and voluntary sector partner organisations throughout Fife.

### **Key Outcomes**

- 1.4 The main text of this report details a wide range of activities in which Fife Constabulary has been involved throughout the year, however it is worth highlighting some key contributions which I believe have made a particular difference to the people of Fife, as well as commenting on our internal performance.
- 1.5 The headline statistics show a remarkable reduction in crime, with a fall of almost 5000 reported incidents against last year's total of 30,000. Crime has now been falling in Fife in almost all categories for four successive years since the introduction of the new national crime recording standard.
- 1.6 The road casualty figures for 2007 show a further impressive reduction, and while we still experience the real tragedy of death on our roads, it is remarkable that having celebrated the downward fall of road accident casualties through the 1000 barrier only two years ago, the figure for such real life events is now well under 800. Fife is undoubtedly a safer place.
- 1.7 We have continued to put effort into enhancing our standards of call handling, and now answer 94% of all calls, the great majority within seconds.
- 1.8 We have continued our commitment to accessibility to local policing in our communities with the opening of a new office in Kincardine, and entering our seventh partnership with the local post office network, on this occasion in Aberdour.
- 1.9 In operational performance terms we welcome the enormous contribution that our 130 volunteer special constables make in completing almost 18000 hours of duty across Fife, almost all of it in local operational uniform duties.
- 1.10 While we can celebrate a continuing number of successful partnership initiatives, a significant change took place this year with a completely new approach to handling reports of youth offending. All cases are now considered by a partnership team, and follow up action decided upon within

four days of reporting. As a consequence of this imaginative collaborative approach, the number of persistent offenders coming to the attention of the police has reduced by almost 40%. More importantly young people and their families are now receiving a significantly faster re-engagement than was the case under the traditional approach of referring all reports to the Reporter. A major benefit for police officers in this approach, is a reduction in time spent writing full reports, amounting to an estimated 3078 hours over the period of a year.

### **‘Helping the Police with their enquiries’**

- 1.11 The days are past when policing on its own was seen as the solution to problems of crime and disorder. In Fife, ‘policing with communities’ has been the essence of our approach probably since the creation of the force almost 60 years ago. However ‘policing through partnerships’ probably better describes the underlying change in our organisational approach.
- 1.12 In recent years we have seen public and operational benefit through imaginative new approaches such as the creation of the Night Noise Nuisance Team, our agreement with the Scottish Ambulance Service to triage those incapable through alcohol misuse, the Bluelight Disco initiative, Test Purchasing for underage alcohol sales, and the varied streams of activity that combine within the Community Safety Partnership.
- 1.13 In the past year we have continued to build on the successful approach of making key appointments to ensure we make the most out of partners’ resources, to improve policing across Fife.
- 1.14 Through the excellent co-operation of the Chief Executive of NHS Fife, we have seen continuing local and national benefits, in terms of the safety of NHS staff and in the wider field of public health, from the appointment of a police inspector as NHS Liaison Officer.
- 1.15 We are now concluding the second year of the seconded police inspector post to the Business Sector through the co-operation of Scottish Enterprise (Fife) and Fife Council Development Services. Given the diversity of the business interests, this has been a slightly harder partnership from which to demonstrate successful outcomes, but evidence does exist. The collaboration with the Kingdom Shopping Centre in supporting an additional policing presence, has contributed to the much improved environment for the public, and the achievement of a national shopping centre award. The Scottish Business Crime Centre has been able to channel many more of its services into Fife through the liaison officer, with benefits for the financial and retail sector. The Safer Towns initiative benefits Glenrothes, Kirkcaldy and Dunfermline.
- 1.16 However the most significant key appointments in the last year have been in the identification of Chief Inspectors with each of the seven local Area Committees established by Fife Council. These officers have been tasked with ensuring the most effective engagement with elected members, and to build local networks of community partners, all with the purpose of influencing and enlisting the support of others to improve the delivery of policing services. I have every confidence that these new positions will act as a catalyst for significant local improvements, and that an increasing range of people will recognise that co-ordinated co-operation can deliver significant change.

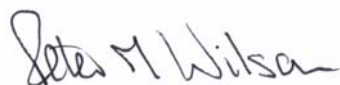
- 1.17 An example of this has been the experience of the school campus officers. We plan to increase the number of dedicated campus officers in the coming year, subject to resources being available, and they will be most effective where they are not seen as enforcement officers, but as active contributors to the life of the school.
- 1.18 The extent of the impact which imaginative 'police' placements can have is still to be fully explored. I am confident that there are many more opportunities in Fife where the value added by police participation will exceed the cost of investment. This will be one of the challenges for my successor and the Police Authority in Fife – to ensure that monies coming to the Council as part of the Government/COSLA agreement are committed across the efforts of the Community Planning Partnership, and that the interests of policing in Fife (recognised locally in the past as not benefiting from a fair share of resources) are kept foremost in mind when considering the potential impact which Fife Constabulary can offer to the overall effort.

### **Synchronising Effort To Sustain Safer Neighbourhoods**

- 1.19 It is clear that a significant element in the improvement in crime statistics in the past year, has been through the focussed effort that has been made, to make a difference in the Templehall area of Kirkcaldy with the sustained deployment of the Safer Neighbourhoods Team as part of the Community Safety Partnership. An examination of the detail reveals significant percentage reductions in what was an area of high demand, not only for the police but also for partner services. It is important to remember that this 'demand' impacted on the local people themselves, young and old, and on the front line service providers and businesses.
- 1.20 Additional policing has of course made a difference, but it is worth recording that local policing alone cannot make a sustained difference, and an important piece of work is now ongoing to determine what needs to change in partnership processes to maintain the significant improvements that have been recorded, and in the perception and anecdote of councillors, and from members of the community.
- 1.21 Other public documents detail the inequalities in Fife, and a need to work collectively to address these. The additional police resourcing committed to by the Scottish Government will bring more police officers to Fife in the coming years, and it may be that they can be deployed to make a difference in other areas of high demand (or inequality). It will be vital that partner organisations look at what they need to do to make the same impact. In the past, the police, the council and health services have prioritised and processed separately the needs of the same members of the public.
- 1.22 In Fife, through the trust between organisational leadership, the advances in data sharing, and a developing approach to shared analysis and understanding, we have made a number of advances. However even more success will come from collective decision-making on agreed priorities in areas where the greatest benefits can be provided to the most in need.

## **Acknowledging Support**

- 1.23 The detail which follows is an attempt to capture the significant activities and achievements of Fife Constabulary over the past twelve months. As Chief Constable I am continuously reassured, and invariably impressed, by the commitment and contribution by all those who work for Fife Constabulary. They make Fife Constabulary the proud organisation it is.
- 1.24 The Deputy Chief Constable Norma Graham, and Assistant Chief Constable Allan Burnett have demonstrated individual leadership over their respective parts of the force, ensuring effective management of resources, organisational improvement, the programmed management of change, and real focus and grip on operational response and delivery of performance. It is worth recognising that they also carry national responsibilities on behalf of the Association of Chief Police Officers in Scotland (ACPOS) and that they have delivered for Scottish policing a range of policy and procedural improvements in technology, crime investigation, training, and community safety. As such they bring further credit upon themselves and Fife Constabulary.
- 1.25 I am enormously grateful for the support of members of the Police, Fire and Safety Committee, and their predecessors, for the support shown to me in the past year and in previous years. Fife Constabulary has had its share of being in the media spotlight in the past seven years, mostly for positive reasons, but occasionally under challenge. I have a confidence that I hand over a professional police force widely supported by its ever changing communities, with employees focussed on service, and in a frame of mind to face the challenges of the future with a constructive energy that will be the envy of many.



Peter M Wilson  
Chief Constable

## 2.0 **Context Setting - Changes in the Political landscape**

- 2.1 In 2007, as a result of the Local Governance (Scotland) Act 2004, multi member wards were established, reducing the 78 single seat wards in Fife, to 23 multi member wards, each consisting of either 3 or 4 elected members. To improve local accountability and governance, Fife Council decided to introduce 7 local area committees. At the same time some local boundary changes took place, affecting the Cardenden and Lundin Links areas.
- 2.2 The Chief Constable decided to adjust Divisional Boundaries to ensure co-terminosity with the Local Area Committee structure.
- 2.3 To facilitate Local Area Committee development, enhance collaborative working and ensure consistency in service delivery, the management structure within Divisions was adjusted with the appointment of a Chief Inspector to link in with each area Committee.
- 2.4 The Chief Inspectors' roles and remits have been shaped to ensure that they respond to community policing needs, acting as a single point of contact for councillors and community groups. The new structure has been in place for a number of months and is providing a firm base for greater collaborative working between local police managers and key partners, enhancing local service delivery, engagement with stakeholders and the involvement of the community in local decision-making.

## 3.0 **Organisational Priorities**

- 3.1 Fife Constabulary is an organisation that has a clear focus on providing an efficient and effective policing service to Fife's community as a whole. The **Force Policing Plan** is designed to ensure that policing in Fife continues to be tailored to meet community needs and expectations, and maintains the strategic objectives set;

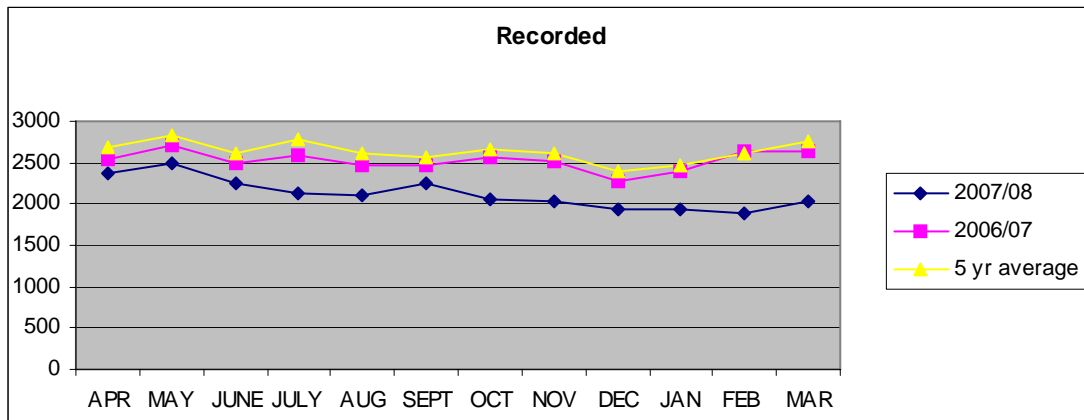
- *Tackling Crime*
- *Being there for the community*
- *Safer Neighbourhoods*
- *Building on Success*

- 3.2 The priorities are identified through extensive community consultation, staff surveys and analytical product.
- 3.3 The Force Strategic Assessment identifies current and emerging trends around crime and disorder and allocates them a priority status from very high, high, medium to low. Once identified the Force Control Strategy details the Intelligence, Prevention, and Enforcement priorities for each issue.

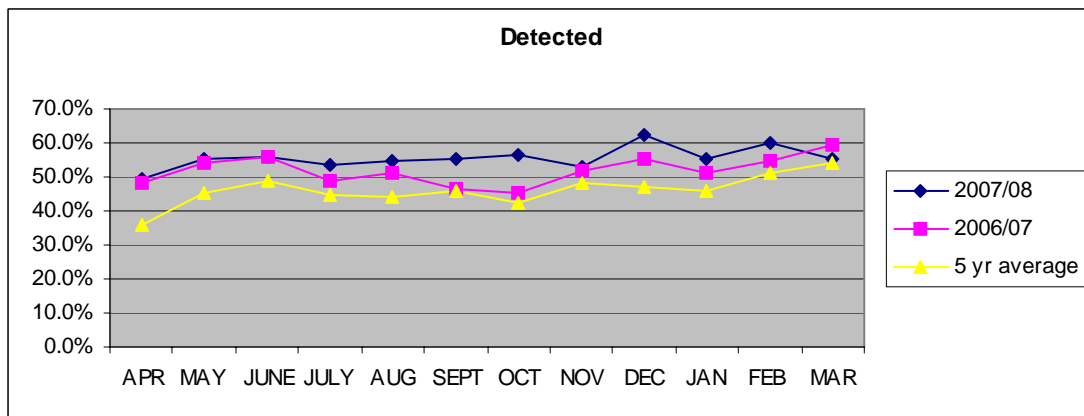
## 4.0 **TACKLING CRIME**

- 4.1 Fife Constabulary has continued its commitment to operational policing activity driven by intelligence to ensure resources are prioritised to target the key issues we face.

4.2 Underpinned by a continued **commitment to Community Policing** the Force has strived to strengthen links with the local communities and to promote a problem-solving approach through the development of closer working relationships with Fife Council and other key partner agencies. While detailed crime statistics are published separately, the overall picture reveals a reduction in excess of 4,500 crimes compared to 2006 – 2007,



and an increase in detection rate by 2.6 % on the previous 12 months, which is significantly higher than the 5 year average.



## 5.0 Violent Crime

5.1 The Force has recorded a **reduction of approximately 13% in violent crime** reported, in comparison to the previous year.

5.2 Around half of all charges are alcohol related, either through linkage to night-time economy centres and drinking or through occurrence of violence in a domestic environment whereby accused, complainer or both have consumed (often large amounts of) alcohol.

5.3 The force investigated **6 murders**, all of which occurred within Central Division. The murder of a young man at the Glenwood Centre, Glenrothes highlighted the impact of street violence as it was set, as are so many others, in an environment of alcohol and disorder. As a result of detailed enquires a

total of 11 persons have been reported to the Procurator Fiscal in relation to the 6 murders.

- 5.4 Safer Scotland was an extended anti-violence campaign involving all Scottish Police Forces and supported by the Scottish Government. The campaign concentrated on issues, that from analysis, have had a significant impact upon quality of life and which cause major concern to the community.
- 5.5 In October 2007 the first national initiative, entitled '**Communities Against Knives**', involved all Scottish forces proactively targeting those individuals within communities who carried knives for illegal purposes. Officers made greater use of stop search powers, with almost 1000 suspects searched resulting in the seizure of 15 weapons. The placement of knife bins within the foyers of all main police stations resulted in a significant number of weapons (125) being surrendered.
- 5.6 In December 2007, the force mounted its own crackdown on violence through a campaign "**Policing Our Festive Fife**" combining the targeting of resources towards the busy night time economy and hot spot locations for drinking alcohol in public places, with a high-profile media and marketing campaign. During the month long operation in excess of 2788 visits were made to licensed premises, 500 litres of alcohol seized and 215 people issued with fixed penalty notices. ***Incidents of violent crime fell by 27% during this period, compared to the same period in 2006 with 75% of reported crimes detected.***
- 5.7 March 2008 saw the final phase of the Safer Scotland campaign under the banner of '**Communities Working with Collective Violence**' initiative. Fife Constabulary was awarded funding for youth diversion initiatives and officers focused upon those who were seen to be drinking alcohol, which can often be a pre-cursor to violence.

## 6.0 **Sexual Crime**

- 6.1 The Force has made a significant effort to achieve targets in relation to sexual crime. The combined impact of national initiatives such as 'Safer Scotland', successive Force campaigns and local focus, has led to the achievement of significant gains.
- 6.2 This has been illustrated specifically within the last six months of the year where recorded offences in this area fell below the five-year average (-9.3%).
- 6.3 However the annual statistics show an overall increase of 107 crimes, and as a result this category will remain a high priority for activity in the year ahead.
- 6.4 The rise can be accounted for in part by an increase in reporting of historical sexual offences, including cases where a single accused has been charged with multiple offences over a period of time.
- 6.5 Fife Constabulary officers and Social Work staff, involved in the investigation of **child abuse**, are trained to a nationally recognised standard. This has ensured affected children are only interviewed on one occasion, allowing proper collection of evidence together with permitting social services to assess the current risk and welfare in a less traumatic environment.

- 6.6 In January, 2008 with the assistance of our partner agencies, **Child Protection Messaging** was launched. This system was developed by the Fife Data Sharing Partnership, led by DCC Norma Graham, and supported by representatives from NHS Fife, Fife Council Social Work Services and Fife Council Education Services. The system permits all agencies to share valuable information about children at risk.
- 6.7 The Force **'E' Crime Unit** play an increasingly key role in tackling crime, and in particular those involved in online child pornography, and the large scale supply of controlled drugs. Computer Forensic Analysis, as an investigative tool, remains an increasingly important component of modern policing.
- 6.8 Constantly evolving technology and its use by persons committing crime has meant an increased demand on the services provided by the Unit. **Last year saw in excess of 900 referrals** to the Unit for computer, telephone and other storage media examination.
- 6.9 Fife Constabulary's Specialist Investigations Unit have had a number of successes and convictions, particularly in connection with cases involving the possession of **child pornography** and national operations such as 'Wickerman' and 'Falcon', which targeted those individuals involved in the possession and distribution of child pornography
- 6.10 Since the advent of the **Sex Offenders Act, 1997**, Fife Constabulary has consistently adopted the principles of both the Scottish Government Guidance and the recommendations from the Association of Chief Police Officers in Scotland (ACPOS). Fife Constabulary and their partner agencies continue to assess large numbers of non-registered sex offenders. As a result, the Offender Management Unit within Police Headquarters has been expanded with a Detective Inspector and Detective Sergeant joining the team.
- 6.11 In an effort to improve and build upon the success of the civilianisation of police roles, the post of Force Sex Offender Registrar has become the responsibility of a Police Staff member.
- 6.12 The unit continues to move from registering offenders by risk assessment to the 'Management of Risks' posed by offenders.
- 6.13 **The DNA Initiative 2007** was intended to reduce the number of managed offenders who do not have their 'DNA Samples Confirmed' on national computer systems. This included requesting voluntary samples from those with no conviction. A total of 155 registered and non-registered Sex Offenders throughout the force supplied their DNA permitting it to be held at the Forensic Crime Laboratory in Dundee.
- 6.14 The Christmas Initiative 2007 was to visit all 'Registered' and 'Non-Registered' Sex Offenders categorised as posing a 'Very High' or 'High' Risk of re-offending within Fife.
- 6.15 **The result was a 100% compliance amongst targeted offenders** with no evidence of re-offending during that period.
- 6.16 The **Multi Agency Public Protection Arrangements (MAPPA)** involve Fife Constabulary, Fife Council, Scottish Prison Service and NHS Fife collectively known as 'Responsible Authorities'.

- 6.17 MAPPA enables an integrated response, to be accomplished more rapidly, than relying on the resources limited by any one agency's statutory function. The location of a joint MAPPA / Offender Management Unit within Police Headquarters enables effective oversight of the process and ensures quality control.
- 6.18 The Unit is most effective when managing individuals with complex needs, and presenting risks requiring a multi-agency response. Examples include cases involving individuals who may present as an imminent risk of serious harm to adults, vulnerable persons and children. Planning for release or discharge into the community following imprisonment or admission to hospital involves locating suitable accommodation in which sex offenders can be monitored, providing staff to assist in their own special needs and ensuring the potential for encountering vulnerable individuals, including family members, is minimised.
- 6.19 In April 2002, **Part V of the Police Act, 1997**, came into effect, which implemented a legislative framework for the disclosure of criminal convictions and intelligence for employment purposes, and for those working in the voluntary sector. The Part V Disclosure Unit has access to a unique computerised version of the Quality Assurance Framework (QAF) Database, developed by in-house staff, which has provided an improved transparent structure for the management of those applying to work with children or vulnerable persons. Within the last twelve months ***Fife Constabulary have completed 1,460 enhanced disclosures.*** The average turnaround time for Fife Constabulary to respond to requests from Disclosure Scotland currently stands at 10.8 days.

## 7.0 **Drugs**

- 7.1 Fife Constabulary has continued to focus on those **Organised Crime Groups** involved in the large-scale supply of controlled drugs throughout Fife. A significant number of recoveries have been achieved throughout the year, which reinforces the importance of intelligence led policing and the considerable investment in covert technology.
- 7.2 The regulation of the security industry in Scotland will be a key factor in the drive to eradicate individuals involved in **serious and organised crime**, who utilise the industry as a front for their activities. Although these individuals are largely based in areas out with Fife, a memorandum of understanding is in place, which allows the sharing of information on individuals or companies. The force has been working closely with the **Security Industry Authority** through the SIA/ACPOS implementation group, which was set up to oversee the implementation of regulations that became effective from 1<sup>st</sup> November 2007.
- 7.3 During the summer of 2007, Fife Constabulary was involved in a successful surveillance operation which resulted in officers witnessing a suspected drugs deal in Bradford between local criminals and two men from Fife. Two Kirkcaldy men were later stopped and searched on their return to Fife where two kilograms of ***Diamorphine (heroin) with a street value of £200,000 was recovered.***
- 7.4 Again in 2007, Fife Constabulary mounted a surveillance operation on a Glenrothes male, who was followed out of the Force area where a handover

was seen to take place. The vehicle was followed back to Kincardine where a controlled detention took place and the person was found ***in possession of £25,000 of Cocaine.***

- 7.5 Fife Constabulary has continued, within the last twelve months, to focus resources on local drug dealers who target the vulnerable within our community. With the crucial assistance of intelligence from those within our local communities a number of successful enforcement initiatives have evolved.
- 7.6 **Operation Fibre** was a Force-wide campaign intended to proactively target drug dealers using the transport infrastructure. The Operation commenced publicly on 17 September concluding on 14 October 2007. The operation resulted in 43 people being detected for drugs offences and 32 illegal vehicles being seized.
- 7.7 Overall seizures of Class A Drugs within the Force are below the year-end target of 12389 grams, however 297 persons have been reported to the Procurator Fiscal for Possession and Possession with intent to supply Class A Drugs. **This equates to 45 individuals more than the baseline target.**
- 7.8 Through a number of effective enforcement activities with partner agencies Fife Constabulary has been extensively involved in education campaigns, '**Needle Safe**' being one. This was a police led initiative, working in partnership with the Locality Manager in Benarty to educate all primary school children as to the dangers associated with discarded syringes and needles. In addition Fife Constabulary's Drugs Liaison Officer regularly provides overdose intervention training to key partner agencies.
- 7.9 Supporting the forces drive to tackle crime has seen the recent implementation of the **ANPR Back Office 2** software programme. This has greatly enhanced the intelligence gathering capability of Automatic Number Plate Recognition system, (ANPR) providing a more efficient analytical capability, and intelligence led approach, which will improve resource activity directly linked to the delivery of the Force Control Strategy Priorities.
- 7.10 To coincide with the introduction of ANPR Back Office 2, Fife Constabulary is piloting, on behalf of ACPOS, a dedicated **ANPR Intercept Team**. The team began on 5 February 2008 with its primary role being deployment and enforcement of those involved in the criminal use of vehicles. **To date there have been 33 team deployments resulting in the detection of 183 offences.**
- 7.11 Since the introduction of **Proceeds of Crime Act 2002** Legislation, Fife Constabulary has been committed to making best use of asset confiscation. In the year April 2007 to March 2008 there were 24 cash seizures by Fife Constabulary totalling £116,682.31. This is an **increase of 91%** for the amount of cash seized from the previous year. The money seized between all Police Forces nationally is thereafter used to benefit children in socially deprived areas by inclusion in diversionary events.

## 8.0 **BEING THERE FOR THE COMMUNITY**

8.1 Community Policing lies at the heart of the Fife Policing Model and the force prides itself on the close links that have been established with a wide range of local stakeholders including local elected members, Community Councils, Community Health Partnerships and Neighbourhood Watch Associations.

## 9.0 **Being More Accessible**

9.1 The level of engagement with the public has increased significantly over the past year, through the introduction of a more structured approach to police representation at such meetings, the introduction of dedicated e-mail addresses for use by Community Councillors and other elected officials, in order to facilitate more direct communication with Community Officers, together with the wider circulation of the Community Newsletters. ***The Neighbourhood Watch membership in Fife has continued to flourish with 262 schemes now in operation.***

9.2 With the **Eastern European** population in Fife estimated at between 9,000 to 16,000 depending on seasonal trends, there is an increasing need to provide reassurance and familiarisation as well as advice and assistance on police related matters. A Central Division officer attends meetings at Kirkcaldy Polish Club where she represents the police as well as providing advice and assistance.

9.3 As a further means of engaging with the growing number of **Eastern European migrant workers**, Eastern Division have been working in partnership with Fife Cares, Fife Council Interpreting Service and Victim Support by holding a number of workshops throughout the year. The primary aim for the Police is to reduce barriers and misconceptions of Policing in Scotland and to increase awareness of differences in Law, compared to other countries. A total of eight events have been held at farms and hotels across Fife, involving workers from Poland, Russia, Latvia, Romania, Bulgaria and the Czechoslovakian Republic.

9.4 The introduction of a dedicated **Ethnic Minority Community officer** has helped Fife Constabulary develop police links with the Muslim community. Whilst events in the Middle East and nearer to home can occasionally cause a degree of anxiety in our communities, officers have been actively visiting mosques, schools, businesses, and residences to provide the Muslim community with support and reassurance. The most recent initiative, within Central Fife, has been to deliver a number of police information packs to the Cumbrae Terrace mosque in an effort to better inform the Muslim community and encourage recruitment of more police officers from ethnic minority backgrounds.

9.5 The '**Post Box**', initiative within the Fife Men project in Kirkcaldy, has proven to be a success. This self-reporting initiative, which includes a monthly drop-in session by community officers, has not only built better links with the gay community but also given users of the project more confidence in reporting crimes and concerns to the police in Kirkcaldy.

## 10.0 **Providing a Reassuring Presence**

- 10.1 The UK faces a serious and sustained threat from **terrorism** and recent events demonstrate this threat is as relevant in Scotland as the rest of the country.
- 10.2 Fife Constabulary continues to follow and support the Government's "CONTEST" Strategy, which aims to mitigate the threats and risks posed by those who are willing to engage with or support terrorist acts or aims. The Force recognises the importance of working together with local communities and partners to protect the public from national security threats, and to promote public safety, community reassurance and cohesion.
- 10.3 Counter terrorism and protective security advice is provided to the local business community by the Force Counter Terrorism Security Advisors (CTSAs). In support of this function the National Counter-terrorism Security Office (NaCTSO) has developed Project ARGUS - a multi-media training event featuring the consequences of a simulated terrorist attack. ARGUS explores what is likely to happen in the event of a terrorist attack and what businesses and staff can do to protect themselves, and the community. During 2007 Fife Constabulary hosted two Project Argus events, in Glenrothes and Dunfermline. A total of 96 attendees, representing 59 businesses, participated. A panel of specialists from our partner agencies at Fife Council Emergency Planning Department, Fife Fire & Rescue, and the Scottish Ambulance Service were on hand to share their knowledge, answer questions and offer advice.
- 10.4 Following the **terrorist attack at Glasgow Airport** the Force responded with a programme of community engagement events and high visibility patrols to maintain public confidence and provide an element of reassurance. The heightened terrorist threat level in the aftermath of this attack necessitated the short-term use of Terrorist Act powers by the police across Scotland. The Chief Constable and senior officers from across the Force briefed local elected representatives and met regularly with members of Fife Muslim Association ensuring that police activity was meeting the needs of all sections of community across Fife. These discussions also proved useful in providing an understanding of the Terrorism Act 2000, and associated powers, and the proportionality of its use by the police in the local community.

## 11.0 **Understanding the Community**

- 11.1 As part of Fife Constabulary's focus on community policing, officers from the **Minority Faith Contact Group**, comprising representatives from Community Safety Department, Special Branch and the territorial divisions, ensure close engagement between the police and minority faiths to improve our understanding of these communities and their needs.
- 11.2 St Andrews University remains of important local and national interest. Engagement with the student population has predominantly been provided by a dedicated **University Liaison Officer**. The officer has developed the role by integrating with the university structure to foster better relations with the student population, particularly those students from overseas. An information sharing protocol about problematic student behaviour is in place between Fife Constabulary and St Andrews University.

- 11.3 **Bluelight Discos** and other forms of diversionary activities including Street Live Football and Safety Zones have been used throughout the Kingdom as a means of engaging with the younger people in our society, and having a positive influence on offending behaviour.
- 11.4 Evidence shows that during the periods when Bluelight Discos were held in the Dunfermline area there was a **13% reduction in vandalism and youth disorder**. Throughout Fife the events have a positive impact on the wider community.
- 11.5 Bluelight Safe Zone is held in the Levenmouth area on a fortnightly basis. When held there is a **90% reduction in Anti Social Behaviour calls within a quarter mile radius of the event**. These events are held within youth disorder hot spots.
- 11.6 In Levenmouth the street football initiative has delivered significant reductions in complaints to the Police in connection with youth related anti-social behaviour. The project, combined with the rooftop live project won the 2007 Fife Constabulary POP Award. The success of the street football initiative has led to its extension to Templehall in an effort to reduce anti-social behaviour there.
- 11.7 Within the last twelve months in **excess of 6000** children have participated in Bluelight events throughout the Kingdom.
- 11.8 Mirroring the Street Football Initiative, a multi agency “**Street Hockey**” programme has been set up in Glenrothes, which has provided the youngsters with a new challenge and, although in the early stages of development, short-term analysis suggests it is an effective way to engage with those children most likely to become involved in minor acts of disorder.
- 11.9 In West Fife **off-road motorbikes** were identified as causing a problem where their use was a danger or disruptive to the peace. Action plans were formulated in order to identify offenders and divert them, when possible, to a legal alternative where they could participate without impacting upon the community. In some cases diversion options were not appropriate and police action resulted in a total of four disqualified drivers being traced and four bikes seized. A separate Kingdom Off Road Motorcycle Club also operates in Levenmouth.
- 11.10 Central Division’s four School Campus Officers engage with almost nine thousand High School pupils, dealing with all crimes and offences committed in and around the schools during school hours and assisting to reduce antisocial behaviour for the adjacent communities. The visible police presence in the schools has encouraged a greater interaction between police and teenage youth and provides valuable community and criminal intelligence. Head teachers have reported a greater confidence amongst their staff and improvements in school discipline with the increased police presence on the campuses. Current crime figures show that vandalism rates in general have fallen considerably since the inception of this scheme.

## 12.0 SAFER NEIGHBOURHOODS

12.1 In maintaining our drive towards safer communities across Fife, reducing antisocial behaviour, increasing community engagement and improving road safety have been key elements of the strategy.

## 13.0 Reducing Antisocial Behaviour

13.1 The number of directed patrols in identified crime and disorder 'hotspots' have increased significantly in order to tackle emerging issues and provide a reassuring presence to residents. This has been a significant factor in the reduction of crime and the attainment of increased detection rates across the broad spectrum of antisocial activities. In addition the introduction of Fixed Penalty tickets for minor offences has provided another option for patrol officers. ***Over 1,605 Antisocial Behaviour Fixed Penalty Notices have been issued to people who have committed offences such as drinking in public, urinating in public, breach of the peace and vandalism.***

13.2 The link between alcohol and antisocial behaviour is clear and Community Officers have continued to play a key role in tackling the sale of alcohol to under 18's, through a targeted programme of intelligence led **Test Purchase operations**. This initiative created and piloted in Fife has now been extended across Scotland. Since Fife Constabulary began Test Purchase operations in April 2007 a ***total of 153 sales have been made in both on and off-sale premises equivalent to a 9.8 % failure rate.***

13.3 In the month leading up to Christmas an increased number of visits were made to licensed premises across the County as part of a national campaign to reduce alcohol fuelled violence.

13.4 The **Safer Neighbourhoods Team** (part of the Community Safety Partnership) has continued to build on its excellent work since establishment in 2006. Over the last twelve months the team has been deployed, primarily within the Templehall area of Kirkcaldy, with three key objectives;

- Support existing organisations tackle issues associated with antisocial behaviour (ASB).
- Implement actions of multi-agency Tactical Tasking and Coordinating Group (TTCG).
- Utilise problem-solving measures to deal effectively with matters associated with antisocial behaviour.

13.5 To this effect a **National Intelligence Model** multi-agency TTCG process has been successfully implemented within the Templehall area and provided the foundation upon which to progress a variety of activities through partnership tasking and participation. Partners within the group include Fife Constabulary, Fife Council, Fife Fire and Rescue Service, Registered Social Landlords, and various Voluntary Organisations.

13.6 A comprehensive analytical report, compiled by the Safer Neighbourhoods Team Senior Community Analyst, informs the group and provides the basis

for action within the area. Furthermore, a new community performance reporting system has been created to ensure that activity is accurately recorded.

- 13.7 Enforcement action is an important aspect of the SNT activity within **Templehall**. In this respect high profile policing has included drug raids, house closures, test purchase operations, gateway checks, vehicle seizures and the use of antisocial and enhanced interaction with the local community, has also been a central tenet of SNT operations. In addition mobile CCTV systems have been deployed within the area which assists in detecting and deterring of offenders.
- 13.8 Problems associated with the **antisocial use of vehicles** have been tackled through joint operations with various partners, including the Driver and Vehicle Licensing Agency (DVLA) and Fife Constabulary Road Policing Department. These initiatives have resulted in **231 warnings in terms of ASBO Legislation and 39 vehicles being seized and impounded**.
- 13.9 A results analysis was compiled to identify the initial effectiveness of the SNT deployment. Relating to the period April 2007 to January 2008 the report identified reductions in a number of areas specifically associated with antisocial behaviour. **In particular it highlighted vandalism had reduced by just under 13% and secondary fires were down by 16%.**
- 13.10 Significant efforts have been ongoing throughout the force to reduce offences against **property**, particularly vandalism, which continues to be the most problematic volume crime within Fife. Both Cowdenbeath and Dunfermline Community Teams operated local initiatives, namely Operations 'Crack it' and 'Dyson' both of which have resulted in a significant amount of detections.
- 13.11 Working in partnership with Fife Council Locality Managers and elected members, a **Rapid Deployment CCTV system** was initially introduced in Kirkcaldy and distributed throughout the rest of the Force area. The introduction of twelve 'Domehawk' mobile CCTV Cameras has led to a significant improvement in areas with antisocial behaviour.
- 13.12 Central and Eastern Division continued to make best use of their resources by deploying **additional uniformed officers**, in a plain clothes capacity, to work in conjunction with the Divisional Crime Management Departments. The impact of this has significantly increased vandalism detection rate where for example in Eastern Division areas of criminal activity of concern locally is **reflected in an average detection rate of 52.3% across all areas of recorded crime throughout the force**. The development of a number of pro-active strategies aimed at reducing the incidence of crime has also been successful in contributing to an overall 13% reduction in the level of crime recorded.
- 13.13 In April 2007, Fife Police mounted a campaign "**Time2Act – Take An Interest Before We Have To.**" Targeted outdoor advertising and local and national media coverage reminded parents of the consequences of their child becoming the victim or perpetrator of crime or anti-social behaviour. Operations across Fife saw a total of 131 young people returned to their parents after they were caught drinking while 230 litres of alcohol were seized and disposed of.

13.14 The force continues to make good use of antisocial behaviour legislation. Building upon the expertise built up in Divisions over previous years, Closure Orders were considered for a number of premises where the activities within were impacting upon the quality of life for the surrounding community. Since 2005 a total of 12 Closure Orders have been applied for and granted, 4 of those within the last year.

#### 14.0 **Greater Community Engagement**

14.1 The continued investment in Community Policing and increased level of community engagement that has taken place has provided a platform for analysts to gain a greater understanding of the problems that exist across Fife. This has ensured that resources are targeted towards issues of local concern on an intelligence led basis.

14.2 In Central Division Kirkcaldy's working practices have diversified with the formation of a **multi-agency "Community Safety Group"**. Police and various partner agencies meet on a monthly basis to discuss community safety issues. In addition to this, the group identifies families or individuals who are persistently involved in Antisocial Behaviour along with Antisocial Behaviour Hotspots. The group agree on actions for all agencies or individual agencies to tackle the individuals or areas.

14.3 Following a great deal of work by the police under the mantle of '**Safer Towns**' and working in partnership with various town centre based partners, 'Pubwatch' was recently launched in 19 licensed premises in Kirkcaldy and incorporates a direct radio link with the police. This has proven very successful in combating antisocial behaviour and violence within the night time economy.

14.4 In April 2008 Western Division launched '**Spring Back into Safety**' which permitted Police, Fire Service, Council services and a number of other key partners the opportunity to engage directly with the local community and to provide advice and guidance surrounding a number of Community Safety matters. The events have already been attended by large numbers of people and are planned to continue throughout the summer.

#### 15.0 **Increasing Road Safety**

15.1 The Fife Road Safety strategy continues to be the shared agenda by which all partners contribute to the effort to reduce the number of casualties in line with national targets.

15.2 The targets are based on the key criteria of reducing those killed, seriously or slightly injured (KSI's), against a baseline figure, with Fife to have a reduction to 160 by 2010. This target has already been achieved with a figure of 151 during 2007. The target for child KSI's by 2010 is 22 and during the year we had 14 recorded. Slight injury casualties are also reducing, which shows that the continued focus on increasing road safety is working.

15.3 The Force will continue to work with partners in the delivery of the Road Safety Strategy to drive these figures even lower however, young drivers continue to be a high-risk group and we are working closely with our partners to reduce casualties amongst this age group.

- 15.4 **Operation Take Control** is an ongoing enforcement initiative aimed at promoting safe driving amongst the young driver age group. Since the start of the initiative, **30% of all offences detected by road policing officers have involved younger drivers**. This includes the full use of existing legislation, which has resulted in the seizure of over 600 uninsured motor vehicles from Fife's roads during the year.
- 15.5 Fife Constabulary acknowledge enforcement alone is not the answer and, during the year, a record number of **578 new drivers enrolled in the Pass Plus Scheme, which promotes additional driving lessons for new drivers**.
- 15.6 The education of children continues to be a main focus, and the Road Safety Unit once again received national recognition winning a Scottish Transport Award for their innovative 'Making Choices' programme at Primary Schools. The safety of motorcyclists remains a concern, particularly during the summer months, and the Bikesafe scheme has provided an advanced level of tuition for 56 bikers during the year.
- 15.7 To ensure Fife Constabulary is delivering best practice in relation to the road safety of younger drivers, a practitioner workshop involving experts from throughout Scotland in relation to Engineering, Enforcement, Education and Encouragement was held. These workshops provided the opportunity to promote and share good practice with our partners and ensure that we are developing effective strategies to reach this vulnerable age group.
- 16.0 **BUILDING ON SUCCESS**
- 16.1 Whilst excellent working relationships have been enjoyed with locally elected members in the force over many years, local government changes in 2007 afforded fresh opportunities.
- 16.2 Following Community Council elections, Divisional Management teams took the opportunity to meet with newly elected representatives to enhance understanding, problem solving and communication. Local newsletters continue to be published.
- 16.3 The opportunity has been taken in Eastern Division to engage in discussions with the **Anstruther Regeneration Group** on the re-development of the Harbourmaster's office. A range of ideas focus on a shared services approach which envisages a more visible and accessible police presence in the town, complementing the increasing long-term focus on the area as a centre for tourism.
- 16.4 A new Police Station was opened in **Kincardine** replacing the previously infrequently used call point. The new station has been re-located from the Fere Gait to a more centrally located premises on the High Street to give both residents and visitors improved access to Fife Constabulary and increase community engagement.
- 16.5 The new station call point will become the base for the local Community Police Officers and will initially be open to the public at least 2 mornings per week and at other times when the police are in the building. It will also be used to hold joint surgeries with Community Police Officers and Local

Councillors.

- 16.6 Fife Constabulary has also extended the successful Post Office/ Police Partnership by the provision of police services delivered from the Post Office in **Aberdour**. This provides a continued Police presence in the heart of the community with the common police sign displayed outside the premises and a notice board and leaflets available within. Community Police Officers liaise regularly with the Postmaster, and local residents, to ensure that a high level of community engagement is maintained.
- 16.7 Officers working at the **Kingdom Centre**, Glenrothes are now more visible, thanks to the continuing partnership working with Nelson Bakewell Management, the Centre's owners. They have purchased motorised Segway Personal Transporters for the officers which provide them with added height and visibility, and improved responsiveness.
- 16.8 In seeking to maximise resources, the force has implemented the revised **Attendance Management Policy**, which has resulted in a reduction in staff days lost through absence, increasing capacity for operational activities. Analysis undertaken shows attendance improvement for police officers at 1.1% over the course of the year. This is equivalent to a cash saving in excess of £200,000 while the performance report for police staff shows that the target for reduction was missed, the overall trend remains in the right direction. The introduction of the Resource Management Unit and improvements in other work practices have led to a significant reduction in the use of overtime across the force, as well as having a positive influence on other areas of service delivery. In addition, whilst demand for policing service has decreased marginally, response times to both urgent and non-urgent calls for service have continued to improve.
- 16.9 The Force has constituted a **Professional Standards Forum**, which comprises senior managers from throughout the force. The forum shares best practice and importantly, lessons learned from complaints and their investigation, to ensure that the force continues to improve in this area.
- 16.10 In order to pre-empt complaints and improve professionalism across the force a proactive, investigative capability has been developed within the Professional Standards Department. While the overall figures show an increase on last year's (bracketed figures), direct comparison is not possible.

	Substantiated	Unsubstantiated	Resolved	Withdrawn	Total
Assault	0 (2)	18 (27)	0 (0)	1 (1)	19 (30)
Incivility	8 (0)	6(5)	11 (8)	2(0)	27 (17)
Neglect of Duty	12 (5)	9 (6)	6 (11)	1 (0)	28 (13)
Irregularity in Procedure	13 (4)	26 (10)	24 (12)	5 (0)	68 (26)
Traffic Irregularity	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Oppressive Conduct /Harassment	3 (4)	5 (7)	4 (16)	1 (0)	13 (27)
Unlawful Arrest/ Detention	0 (1)	0 (5)	1 (3)	0 (0)	1 (9)
Racial Discrimination	0 (1)	1(2)	0 (0)	0 (0)	1 (3)
Corrupt Practice	0 (0)	3 (2)	0 (0)	0 (0)	3 (2)
Other Crime	1 (3)	4 (6)	0 (1)	0 (2)	5 (2)
Other	0 (2)	4 (2)	1 (3)	0 (0)	5 (5)
<b>Total</b>					<b>171 (149)</b>

- 16.11 In April 2007 recording procedures for complaints changed on a national basis, this included changing some of the heads of complaint with quality of service issues now being recorded as a complaint for the first time. (In previous years although quality of service issues were recorded by Fife Constabulary they did not count for statistical purposes as a complaint in keeping with the national guidelines).
- 16.12 Quality of Service Complaints do not include acts or omissions by individual staff and this explains the increase in irregularity in procedure and incivility. For example an off the cuff remark by a member of staff previously recorded as a quality of service would now be recorded as a complaint of incivility.
- 16.13 Over the past year **Information Governance** within the force has been developed and now comes under the remit of Professional Standards. The unit comprises Data Protection, Freedom Of Information, Data Audit, Information Security and Records Management. In addition, all vetting conducted by the force has been consolidated to the Unit.
- 16.14 The Professional Standards Department has led on the development of a **National Substance Testing Policy** for the testing of both Police Officers and Police Staff in the Scottish Police Service. This will provide a framework for the prevention and management of alcohol and drug related problems by personnel in order to create and maintain a healthy workforce and enhance public trust in the Police and the service we deliver. Work is at an advanced stage to develop a testing regime for staff within Fife Constabulary.
- 17.0 **Partnerships**
- 17.1 Fife Constabulary has a reputation for its community policing style and for developing imaginative partnership initiatives to enhance community safety. Over the last twelve months new and existing relationships have been developed and enhanced.
- 17.2 **Fife Constabulary's Business Liaison Officer** is responsible for promoting and facilitating partnership working within the business community to reduce business related crime and help secure the long-term future of the Fife economy.
- 17.3 By forging partnerships between businesses to share information and combat business related crime, Fife Constabulary has established Pubwatch Associations in Kirkcaldy and Dunfermline. In agreeing to operate shared radio networks and implement exclusion policies, the Associations have taken a leap forward in the fight against crime and anti-social behaviour. Work is underway to establish a similar scheme in and around Glenrothes.
- 17.4 Linking the successful Business Watch scheme, that was piloted in West Fife, with the Fife Business Database, has proved to be an efficient method of quickly passing information of activities throughout the UK to the business community within Fife, making sure that local businesses are well prepared to combat business related crime.
- 17.5 The **NHS Police Liaison Officer**, based at the Victoria Hospital is key to partnership working with the main objectives being raising awareness of community safety within NHS Fife, and creating an environment to identify

and address health, safety and security concerns, by liaising at a strategic level to facilitate partnership links between Fife Constabulary, NHS Fife, Fife Community Safety Partnership and other agencies.

- 17.6 As a single point of contact the liaison officer has provided advice and facilitated resolution to over 250 inter-agency enquiries and areas of concern. In partnership the liaison officer has led, managed and developed practical and innovative approaches to community safety. All work streams have been aligned to the Force Policing Plan, and where possible also to the NHS local Delivery Plan, the Joint Health Improvement Plan, and Fife's Community Plan.
- 17.7 During the past year two presentations on Community Safety were given at NHS conferences, and links were enhanced between Fife Community Safety Partnership and the NHS. This assisted with the promotion of Fife Cares, the child safety equipment scheme, the reporting of hate crime, personal safety and security, and fire safety.
- 17.8 Numerous initiatives have been undertaken to address violence and aggression towards NHS staff. These included presentations, marketing, and policy work. In addition approximately 900 NHS staff received Personal Safety Training from Police Community Safety Officers. Efforts were made to increase reporting of crime and suspicious incidents and NHS Fife became an Associate Member of Crimestoppers.
- 17.9 In relation to serious criminality joint work is progressing to ensure that where NHS staff take possession of samples that a robust chain of evidence is established and maintained. A violent crime data sharing project between Accident and Emergency staff and the police was established and data shared is now being jointly analysed. This additional information, although in its earlier stages of development, will better inform operational policing throughout Fife.
- 17.10 During the last year a significant investment has been made in the Force's analytical capability. Intelligence **Analysts** and Research Assistants located throughout the Force area have continued to provide a wide range of services to territorial divisions and specialist departments including HQ Operational Support, HQ Confidential Unit, HQ Special Branch and the Safer Neighbourhoods Team.
- 17.11 At a strategic level, Analysts are responsible for the production of the annual Force Strategic Assessment, which provides guidance on priority setting to inform our operating activity over the year ahead. The Strategic Assessment informs the setting of the Force Control Strategy and contributes to the Policing Plan for the forthcoming year.
- 17.12 A number of different areas of work are also undertaken between Analysts and partner organisations including NHS Fife, Fife Council and the Fife Fire & Rescue Service. Current projects include a data share with NHS Fife regarding incidents of violence, as well as a multi-agency research project examining the use and abuse of Alcohol within Fife.

- 17.13 At the latter end of 2005 the post of **Safer Transport Liaison Officer** was created. This post was jointly funded by Bus Operators and Community Safety Partnership. The aims of the Safer Transport Liaison Officer are to reduce crime and enhance the safety of those who use and provide the public transport system throughout Fife. This led to increased confidence amongst bus drivers and operators about police involvement in matters of vandalism, violence, and youth disorder affecting the bus network. 'Spit kits' issued to drivers are now leading to the identification of offenders through analysis of DNA.
- 17.14 In early 2007 the Chief Constable identified the opportunity to develop this partnership approach into the school bus environment with the potential to engage directly with the young people, bus operators and the schools, on the subject of good behaviour.
- 17.15 At the start of the new school year, Community Police Officers began travelling on **school buses**, initially on buses to and from St Columba's High School, Dunfermline High School, St Andrews High School, Bell Baxter and Madras College. Their remit was to engage and interact with the pupils on a variety of issues relating to them and the communities in which they reside. In December 2007 the initiative was extended Kingdom wide. To date Community Officers have **undertaken over 300 bus journeys either to or from High Schools in Fife**. The initiative has been well received by all those involved and it continues to receive considerable support from all partners.
- 17.16 An audit of the **Juvenile Warning Scheme** was conducted in March 2007, and in consultation with Youth Justice Partners including the Authority Reporter for Fife, the Scheme was revised to incorporate a more robust escalation process, which culminated in the development of the Joint Protocol for the Tiered Response to Juvenile Offending in Fife. This included formal diversion from the Reporter to partner agencies to provide an immediate response to the offending behaviour.
- 17.17 Critical success factors to date are: -
- A reduction in Standard Police Reports (SPRs) being submitted to the Children's Reporter. Submission of SPRs has been reduced by approximately 46% in the first 8 months.
  - A reduction in Persistent Youth Offenders. In 2006/07 Fife had 109 persistent young offenders, again within the first 8 months operation of the revised Scheme, this number has been reduced to 66, almost 40% reduction.
- 17.18 In line with the Scottish Government legislation 'Getting it Right'; the Force Youth Justice Co-ordinator also took over the function of managing and processing cause for concern reports raised by the police in December, 2007. This ensures that all information relating to young people – either offending, or subject to cause for concern, is routed through the one office. **To date, 248 reports have been received and submitted to Social Work Children & Families, and the Reporter.**
- 17.19 Fife Social Work Services are currently progressing the appointment a Multi-Agency Co-ordinator to manage all non-offence referrals. Procedures are currently being drafted to mirror that of the offence Co-Location model, and should be finalised in the coming weeks. This will see the Force Youth Justice Co-ordinator meet weekly with the Multi-Agency Co-ordinator, and

Partners to determine the most appropriate action for the Cause for Concern Reports.

## 18.0 **Events**

18.1 In September Fife Constabulary organised and hosted **Operation Hermes** a 'live play' exercise designed to test the Force's preparedness for a large-scale siege situation. Five Scottish Police Forces sent representatives who exercised over two days at a disused industrial site in Glenrothes.

18.2 A number of specialist officers took part including negotiators, firearms officers and police support units. Fife Fire and Rescue Service and the Scottish Ambulance Service were also involved. In addition almost every senior officer in the Force was provided with the opportunity to test their knowledge and ability in managing major incidents.

18.3 A **Polish Community event** was held in Kirkcaldy on 30<sup>th</sup> September 2007, with in excess of 1000 people in attendance including a senior candidate in the Polish Parliamentary Elections. Fife Constabulary were involved in the security and logistical arrangements for this event which, through careful planning, ensured a professional policing presence and the avoidance of any security, traffic or other related problems.

18.4 The **Alfred Dunhill Links Championship** was held in October, over 3 links courses at Carnoustie (Tayside), Kingsbarns and the Old Course, St Andrews, attracting an estimated 20,000 visitors. The careful planning operation ensured a professional policing presence and the avoidance of any traffic or related problems at this high profile event.

18.5 Fife Constabulary continues to take the lead in providing security for the **Prime Minister** when he is at home or attending to constituency business. Close collaboration with the Metropolitan Police who provide personal protection, and neighbouring forces who provide mutual aid, ensures that this national responsibility is discharged discreetly yet effectively.

18.6 On 5th December, 2007 Fife Constabulary held its first ever **Women's Development Forum Event**. The event was arranged to launch the establishment of the Women's Development Forum in Fife Constabulary.

18.7 Speakers included Deputy Chief Constable Norma Graham, Forensic Force Medical Examiner Kranti Hiremath, Julie Calder, Managing Director, Abbey Business Centres, Edinburgh and Angela Wilson, Detective Chief Superintendent, Tayside Police who gave motivational presentation on 'Women and Leadership' to 100 Police Officers and Police Staff. The speakers offered their views and shared some of their own personal experiences of leadership.

## 19.0 **Resources**

19.1 The majority of the police revenue budget of £64m, is spent on staffing. At an early stage in the financial year, a revision had to be made to the in-year budget plans due to an unanticipated overspend in 2006-2007. Nonetheless careful scrutiny and management throughout the year allowed the force to increase the number of police officers by 12, compared to the year end figure for 2005-2006. The Scottish Government announcement on the manifesto

pledge for more police officers led to funding being provided for a further 9 officers being recruited in Fife before the year end.

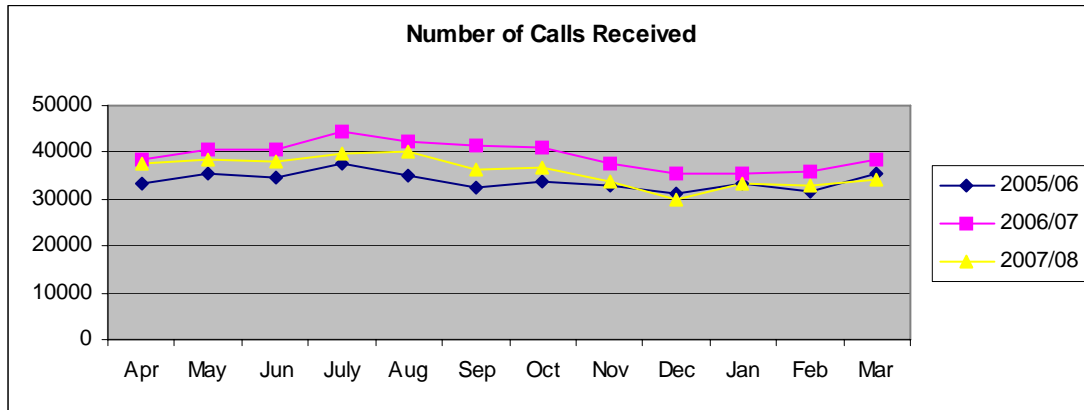
- 19.2 Although the accounts for the year are still to be finalised, monthly monitoring figures indicate that the Force will conclude the year in line with the revised budget, which is a testament to the efforts of staff across the force, and welcome support from colleagues in the Finance and Asset Management Services of Fife Council.
- 19.3 Significant work now takes place to drive best value through common procurement across Scottish Police Forces. While this brings a benefit in terms of savings, it has also led to the delay in completion of the contract for new equipment which is preventing the roll out of the new style of police uniform.
- 19.4 As anticipated the impact of increased police recruitment in the late 70's has prompted an increase in retirements in the latter part of the current decade. This loss of experience is a reality for the force, as it is for all police forces, but is in part compensated for by the advent of video recording, improved communications systems, and increased access to data and information. It is encouraging to see that notwithstanding the significant changes, that performance in many areas has improved.

## 20.0 **Continuous Improvement**

- 20.1 Fife Constabulary has a track record of championing new ideas, finding problem solving approaches and ensuring our preparedness to implement change.
- 20.2 A Programme Board, chaired by the Deputy Chief Constable, drives the delivery of projects for the Force with a view to enhancing our service delivery and driving process improvement. The Board also ensures a coherency of approach with external change processes with partners in Fife, such as the Data Sharing Partnership, or with other changes across the police service.
- 20.3 The **Force Contact Centre (FCC)** acts as the main communications hub between Fife Constabulary and the public in Fife and is considered an integral part of public service delivery.
- 20.4 The Centre continues to provide the public with an improved level of service and during 2007/8 it has answered more than **94 per cent of telephone calls with increasing performances of up to 98 per cent achieved**. This is well above the 92 per cent national average for all the Scottish Forces as highlighted in the 2007 Audit Scotland Police Call Management Review. Over 17% of calls are routed through the single non emergency number.
- 20.5 In the last 3 years Fife Constabulary have answered on average in excess of 30,000 calls per month and this year alone there were more than 430,000 calls received 50,000 of which were 999-emergency calls.
- 20.6 In addition, the very successful **Antisocial Behaviour Helpline** operating from the FCC in conjunction with Fife Council is directing over 425 calls per month regarding noise nuisance to the out-of-hours Noise Nuisance Team. This team of trained personnel, with specialist equipment, work from 5.30pm

to 3.30am, seven days a week dealing with nuisance noise calls which were previously dealt with by the police.

- 20.7 The chart below highlights that over a 3 year period peak calls received at the FCC are predominately in the summer months.



- 20.8 The Force is currently introducing a **Resource Management Unit (RMU)** following a successful pilot in Central Division. The Unit's remit is to maximise the use of resources by deploying staff across the Force to meet demand.
- 20.9 The RMU consists of ten members of staff, the majority of whom are Police Staff, and is based within Police Headquarters. In addition to managing rosters the RMU co-ordinates personnel abstractions for reasons such as annual leave, training, sickness, court attendance, specialist skills abstractions, event attendance and internal secondments
- 20.10 The implementation of the RMU brings with it the significant benefit of being able, for the first time, to have an oversight of the entire Force operational deployment, ensuring resources are managed strategically to meet anticipated demand. This has resulted in the reduction of Time Off In Lieu (TOIL) balance and overtime utilised by ensuring the effective force-wide deployment of staff.
- 20.11 As a police service, Fife Constabulary has experience and expertise in dealing with major incidents. However, there is a clear distinction between the police emergency response to a major incident and its arrangements for business continuity. **Business Continuity Management** focuses on internal issues such as loss of IT, utilities or key personnel whereas the Force's response to major incident focuses on external events.
- 20.12 Fife Constabulary's Business Continuity Plans are complete and an agreed structure within the force is in place to ensure plans are exercised, amended and reviewed on a regular basis in order to comply with the Civil Contingencies Act 2004. An exercise to test the plans took place in January.
- 20.13 The national agreement to transfer force IT staff and resources to the management and ownership of a consolidated ICT Directorate as part of the Scottish Police Services Authority (SPSA) has involved significant effort by staff in terms of finance and human resource issues. Fife Constabulary has benefited in the past from excellent service from our home-grown

IT department, and the new arrangements while beneficial for Scottish policing overall, demand that detailed service level arrangements are finalised.

- 20.14 This has been a time of great uncertainty for staff as they transfer to new structures, job descriptions and a new employer. The efforts made in cooperation with the ACPOS Business Change Programme Board have resulted in considerable confidence that the new directorate can become established in an environment of 'business as usual'. There will undoubtedly be some difficult decisions to be made in the future as the benefits from standardization of systems within policing rub against the desire for local sharing of procedures and practices within community planning partnerships.

## **LOOKING FORWARD**

The Policing Plan for 2008-2009 has now been published and circulated. The 'pillars' remain the same, while the detail of the objectives for the coming year have been identified following consultation and analysis. Performance will continue to be monitored as part of the new police performance framework, within Fife Partnership and through arrangements determined by the Police, Fire and Safety Committee. The outcomes, as well as the procedural changes outlined in the report for the year past provide an excellent platform for further improvement in the year ahead.

Stakeholders can be assured that Fife Constabulary will continue

**To be recognised as a leading partner in the creation of an excellent quality of life for those who live in, work in, or visit Fife**