

## **Dundee City Council Policy and Resources Committee**

**19 NOVEMBER 2012**

**Report by Chief Superintendent Hamish Macpherson,  
Tayside Police Community Policing Division**

**SUBJECT: POLICE AND FIRE REFORM:  
LOCAL SCRUTINY AND ENGAGEMENT**

**DEVELOPMENT OF DUNDEE PATHFINDER  
Report No. 429-2012**

**Abstract: The attached report provides members with the proposed work ongoing to develop the Police Pathfinder within Dundee Local Policing Area, the formation of the local policing plan and the proposed reporting to the Policy and Resource Committee**

### **1 RECOMMENDATION**

- 1.1 It is recommended that members
  - 1.1.1 note the background and legislative framework leading to the proposed changes in police and fire governance
  - 1.1.2 note and comment on the proposed structure and format of the Dundee Local Policing Plan
  - 1.1.3 note and comment on the proposed reporting to the new arrangements

### **2 BACKGROUND**

#### **2.1 POLICE AND FIRE REFORM (SCOTLAND) ACT 2012**

- 2.1.1 The Police and Fire Reform (Scotland) Act was introduced to Parliament on 16 January 2012. The Act incorporates three parts covering police, fire, and general provisions. The aspect of policing constitutes the most significant part of the Act as it effectively replaces the 1967 Police Act, whereas the fire section was an amendment of the redrafted fire legislation from 2005. The Act aims to make clearer the roles, responsibilities and interdependencies of each party and is considered to be more reflective of modern policing, particularly in an era of limited resources and new challenges.
- 2.1.2 The Act moves the orientation from the traditional policing ethos of 'Guard, Watch and Patrol' towards building upon the sound principles of 'Partnership and Prevention'.
- 2.1.3 The Act creates provision for the introduction of a Scottish Police Authority and the appointment of a Chief Constable. Continued development is focused upon what provisions need to be brought in ahead of 1 April 2013 to provide levers and powers on a legal basis for the new Police Service of Scotland.

#### **2.2 LOCAL SCRUTINY AND ENGAGEMENT**

- 2.2.1 The Police and Fire Reform (Scotland) Act includes a framework for new local scrutiny and engagement arrangements involving local authorities and the new national police and fire services.

2.2.2 The Scottish Government has established a Local Scrutiny and Engagement Implementation Network. They invited local authorities to join the Network as either “Pathfinders”, trialling ways of implementing the new arrangements, or as “Networkers”, keeping in touch with developments, contributing to discussions and learning from the experience of Pathfinders elsewhere. Dundee City Council elected to become a Pathfinder with respect to policing.

2.2.3 This report outlines the approach for police engagement in the Pathfinder process up to April 2013, and the setting of the Local Policing Plan within the Dundee Local Policing Area.

### **3 SETTING THE POLICING PLAN**

3.1 The requirement is for a Local Policing Plan that meets the needs of Dundee. The Local Policing Plan must:

- set out the main priorities and objectives for policing of the local area
- explain the reasons for selecting those priorities and objectives
- set out the proposed arrangements for policing, explaining how they are expected to achieve the main priorities and objectives
- identify outcomes against which the achievement of those priorities and objectives may be measured
- describe how the priorities, objectives and arrangements are expected to contribute to the delivery of other relevant outcomes

3.2 The local policing plan will continue to be based upon the three year cycle currently in place for policing purposes, with review built into this every six months. Year one of the cycle sets priorities and objectives for the three-year period. Continuation of the current approach will build stability, flexibility and resilience into the planning process.

3.3 A triennial cycle provides more scope for assessment of service delivery to establish whether change has resulted in genuine and sustained improvement. The process will commence with the production of a Local Strategic Assessment. This will prioritise activity within the Local Policing Delivery Plan. In tandem with this the Local Policing Area will produce a high-level, public-facing policing plan. This will underpin and support the effective delivery of community priorities in relation to public safety and wellbeing, key elements within local Single Outcome Agreements.

3.4 The local policing plan will use a standardised template and will provide detailed actions and evaluation measures which support joint police and partnership objectives and outcomes, including any associated risks. A local/regional Performance Framework will effectively measure success and provide performance results that will allow best practice to be identified and shared, where appropriate, between similar LPAs. This in turn will feed the process of self assessment and continuous improvement.

3.5 This approach provides greater clarity and governance in relation to understanding the nature and extent of risks and challenges facing the region in terms of delivering a high quality service to the public in reduced circumstances. The approach and process is summarised as a diagram at Appendix A. A proposed format of a Dundee Policing Plan is attached at Appendix B for the consideration and comment of members.

## 4 PERFORMANCE MANAGEMENT

- 4.1 A crucial extension of the planning process is the identification of 'measures for success' which, over time, indicate the degree to which plans and associated activity achieve the desired objectives and outcomes.
- 4.2 Performance measures will reflect high priorities identified under the assessment of threat and risk to the community, taking into account any wider issues arising from the Regional<sup>1</sup> or Scottish Strategic Assessment.
- 4.3 Currently measures tend to be crime-focused, however there is considerable scope to develop additional measures to review use of resources and assess efficiency, capacity and capability, thus producing a more rounded and balanced view of the business of policing around the aspects of Partnership and Prevention as described by the new Act.
- 4.4 Results from public surveys undertaken by the police will contribute to that rounded picture. Results describe what the public are concerned about, what they expect from the police, and what is actually delivered by police and partners to address those concerns. Surveys are currently used to inform planning priorities and community policing activity, and are also shared with partner organisations.
- 4.5 Targets will continue to be applied at Local Policing Area level. The methodology successfully used over the last three years is based upon generating a three year average as a baseline, with adjustment applied where appropriate (in light of year-end results and any developing trends). This approach is also used as the basis for reporting nationally to the Scottish Government.
- 4.6 Results are reported using a local performance 'dashboard' which currently includes crime results and feedback from public consultation at council level and also drilled down to neighbourhood level (Section-based). The report includes commentary from community Sergeants and Inspectors about what they are doing to address crime and community concerns within their areas, thus building in a sense of ownership and accountability for them, and also providing the opportunity to showcase good practice and high achievement.
- 4.7 Performance evaluation underpins the Local Policing Plan, Single Outcome Agreement, Strategic and Partnership Assessments, and ultimately contributes to the overarching Scottish Government Performance Framework 'Scotland Performs'.
- 4.8 Pathfinder Committees established under new governance arrangements will ensure that ownership and accountability with respect to performance is appropriately monitored, challenged and managed. Performance reporting will provide local committees with details of policing performance towards achievement of joint objectives, targets and standards of service.
- 4.9 This process has a number of benefits:
  - Performance results at local level are used as a source of information to inform local tasking.
  - Customer feedback (achieved through a rolling programme of service satisfaction and public perception surveys) is invaluable in supporting community policing aims and in alerting managers to the good work ongoing at Section/neighbourhood level, highlighting issues that require early intervention.
  - Contributes to identifying good practice

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<sup>1</sup> This refers to the current proposals for the structure of policing across Scotland whereby three main geographic regions have been identified, comprising 32 Local Policing Areas.

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- Assists Local Inspectors and Sergeants in considering performance as it relates to their business area and focuses their policing activity to address community concerns.
- Holds ownership and accountability at local level

### **5 PUBLIC PERFORMANCE REPORTING ARRANGEMENTS**

- 5.1 Since April 2011 police performance has been reported under the headings of 'Policing Dundee, Policing Angus and Policing Perth & Kinross - results being reported down to neighbourhood level (Police Section).
- 5.2 Further development may provide the potential for LPA or Section-based performance to be compared more widely across the region on a like-for-like basis in terms of population, geography, performance and resources available. It will provide stakeholders with the information they need to track performance, and will provide the public with a comprehensive picture of policing performance over time.
- 5.3 Greater use of Social Media will be used to promote good practice and share information. Publication of the local performance report currently features on Twitter (@statspolice) and is attracting growing media attention.
- 5.4 This ensures compliance with the statutory requirement under the Local Government (Scotland) Act 2003 in relation to the duty to secure Best Value, engage in community planning, contribute to community outcomes, evidence continuous improvement and, under Section 13 of the Act, publish performance results.

### **6 OPERATIONAL REPORT**

- 6.1 It is proposed that an operational update is also given to the committee in either written or verbal form by the Deputy Divisional Commander (Dundee Local Policing Area) Superintendent Brian Weir.
- 6.2 It should be noted that although the Local Policing Area is committed to providing as much information as it can in written format and in open session, it may be necessary to restrict some information to closed session for reasons of protecting an ongoing enquiry or for reasons of "sub judice" matters being considered by the prosecuting authorities.

### **7 CONTINUOUS IMPROVEMENT**

- 7.1 In order to continue to provide efficient and effective services to all our communities, the Local Policing Area requires to have in place a means of reviewing its current service delivery and making changes to deliver against communities' needs and expectations, keep up-to-date with legislation, achieve best practice and above all deliver best value.
- 7.2 Tayside Police currently has a programme of work for change and improvement which is directly linked to its three year policing plan. We deliver on this through three high level objectives:-
- To champion continuous improvement in the quality of our policing service to the public, ensuring that we are efficient and effective and deliver best value.
  - Demonstrate our commitment to organisational learning through implementing recommendations from internal and external reviews.
  - Demonstrate our commitment to police reform through prioritising activity to support the future of Scottish Policing.
- 7.3 The above objectives are proposed as being directly transferable to LPA level.

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**7.4 ASSESSMENT PROCESS**

- 7.4.1 Items for improvement are decided through a formal review process during the planning cycle.
- 7.4.2 The priority actions will be detailed in a Local Change and Improvement Plan, but the ways in which best value and continuous improvement can be secured are wide-ranging and may include:
  - Staff Surveys
  - Staff Suggestion Schemes
  - Service Satisfaction / Public Perception Surveys
  - Efficient Government Fund Initiative
  - User Groups
  - Professional Standards learning outcomes
  - Peer Reviews
  - Self Evaluation
  - Internal process reviews
  - Internal and External Audit and Scrutiny
  - Compliance with new legislation

**7.5 GOVERNANCE**

- 7.5.1 The Policy and Resources Committee is the governance group under the pathfinder arrangements which own the programme of work. The committee will receive exception reports on the items with the programme of activity.
- 7.5.2 The Committee is responsible for ensuring all business is appropriately managed, prioritised, resourced, communicated and outcomes are achieved in line with local objectives and national priorities.
- 7.6 It is proposed to report to the new local scrutiny and engagement arrangements with an overview of improvement activity ongoing within the relevant local policing area and allow scrutiny in relation to how the work is progressing.

**8 COMPLAINTS ABOUT THE POLICE**

- 8.1 There is work ongoing nationally to establish new arrangements for the investigation of complaints about the police and to identify the information which will be available to local scrutiny and engagement arrangements. Until that time it is proposed that the currently agreed common standards will form the basis of performance information.
- 8.2 The following table details the information which is currently available and the information provided in the future is likely to be similar but in relation to the Dundee Local Policing Area only.

<b>Common Standard</b>	<b>Detail</b>
Total Recorded Complaints Cases	<u>All Subdivided as Follows</u>
Total Recorded Complaints Cases Per 10K of Incidents	Current year/Previous Year
Number of Allegations Recorded	Current year/Previous Year
Incidents Recorded	% Change based on above
Complaint Per of 10K Incidents	3 year average

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Total Recorded Complaints by Area	% Change based on above
Total Recorded Allegations by Area	<i>Subdivided into On Duty, Off Duty and Quality of Service</i>
Total On Duty Allegation by Area by Allegation Type	
Total Off Duty Allegation by Area by Allegation Type	
Total Quality of Service Allegations by Area by Allegation Type	
Total Allegations by Location Type	
Disposal of Closed Allegations: On Duty	Subdivided by Allegation Type and Disposal
Disposal of Closed Allegations: Off Duty	Subdivided by Allegation Type and Disposal
Disposal of Closed Allegations: Quality of Service	Subdivided by Allegation Type and Disposal
Number of Conduct Cases	Subdivided between Disposal Outcomes
Conduct Proceedings Findings	
Disposals at Misconduct Hearing	Subdivided between Disposal Outcomes

- 8.3 The above can be provided in table format but it is suggested that the figures are more meaningful when presented graphically. It is suggested that the following statistical data will also be included:

Average Number Of Days For Initial Notification of Criminal Complaints to COPFS
Average Number of Days For Completion of Non Criminal Enquiries, Subdivided by Area
Total Cost of Closed Investigations

- 8.4 Members should note that there is no protection within the Act for the current force, or new national service, from the provisions of the Data Protection Act, nor indeed is there any provision within the Act for the examination of specific complaints by the local governance arrangements. Complaint handling under the new service is currently a separate workstream under the reform agenda and will likely fall under the auspices of the Scottish Police Authority
- 8.5 In the interim it is proposed to summarise any Police Complaint Commissioner for Scotland complaint reviews relating to the Dundee Local Police Area for the scrutiny of the committee.

**9 FINANCIAL IMPLICATIONS**

- 9.1 There are no financial implications as a result of this report.

**10 STAFFING IMPLICATIONS**

- 10.1 There are no staffing issues as a result of this report.

**11 ENVIRONMENTAL ISSUES**

- 11.1 This report does not have any impact on the environment.

**12 SUMMARY**

- 12.1 The attached report provides members with the proposed work ongoing to develop the Police Pathfinder within Dundee Local Policing Area, the formation of the local policing plan and the proposed reporting to the Policy and Resource Committee

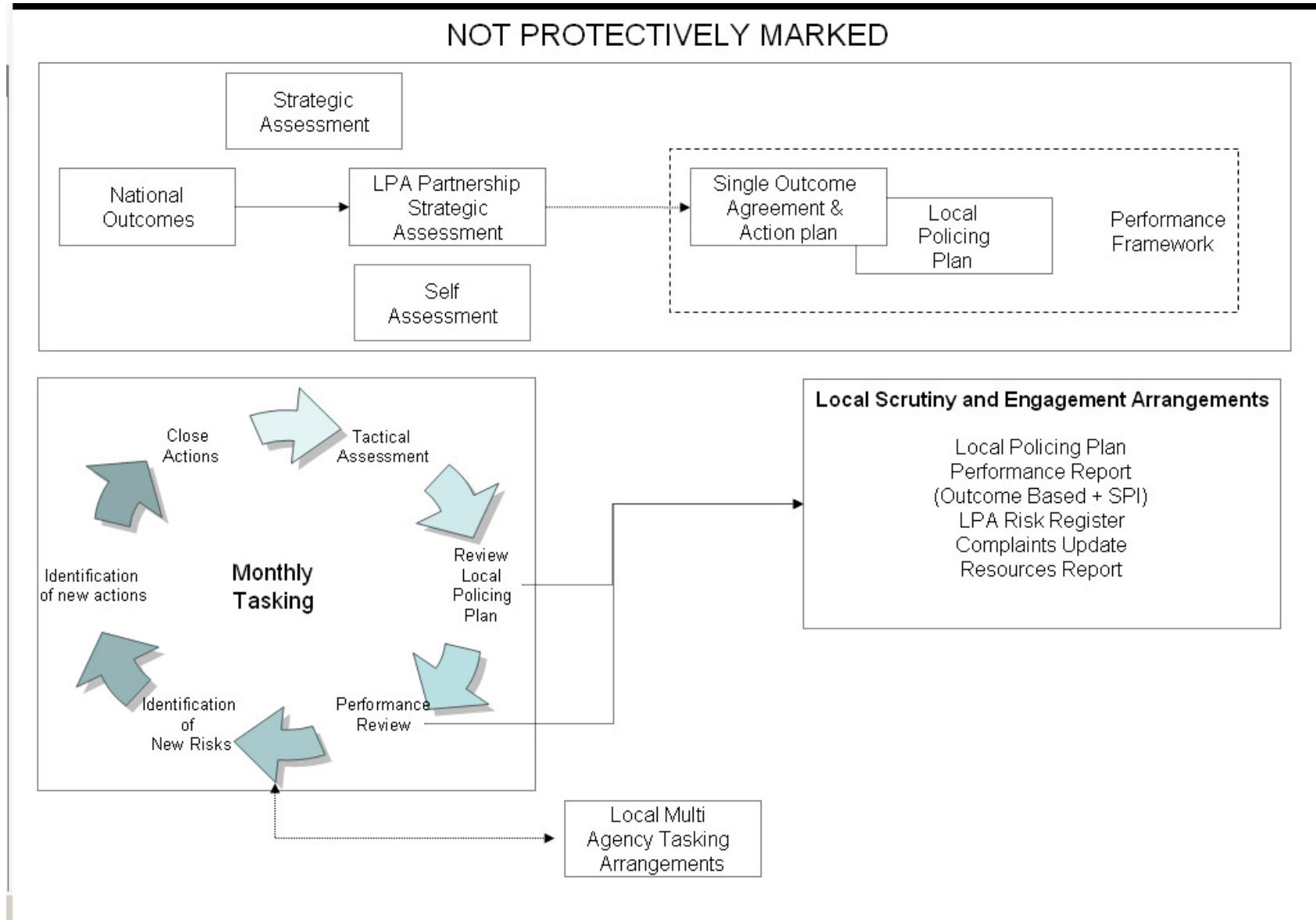
**13 COMPLIANCE**

13.1 Is the proposal;

13.2 (a) Human Rights Act 1998 compliant? YES

13.3 (b) Equality & Diversity compliant? YES

APPENDIX A: THE INTERDEPENDENCIES WITHIN LOCAL SCRUTINY AND ENGAGEMENT ARRANGEMENTS



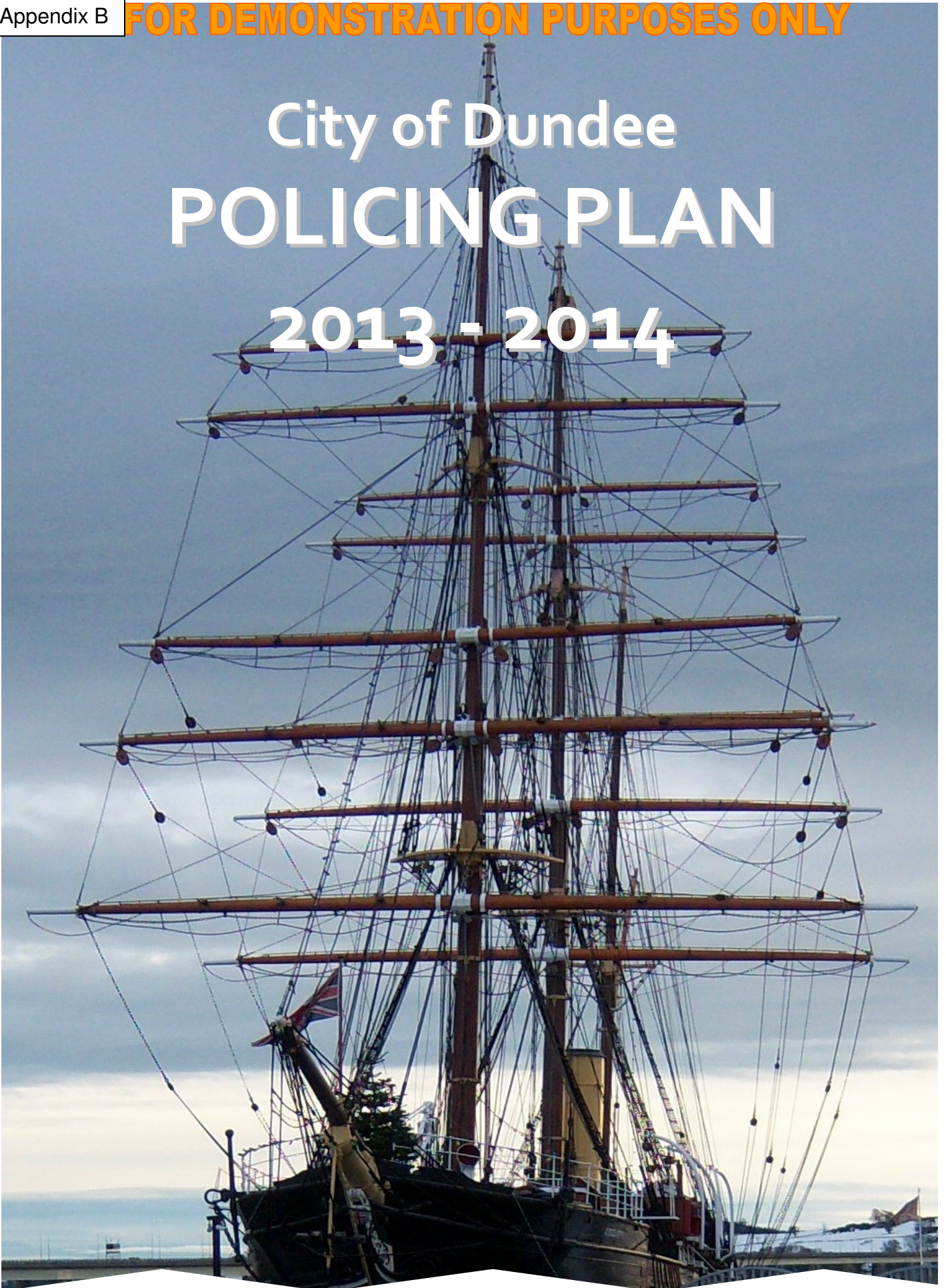


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Appendix B

**FOR DEMONSTRATION PURPOSES ONLY**

# City of Dundee POLICING PLAN 2013 - 2014



# SECTION 1: DUNDEE LOCAL POLICING AREA:

- o The Local Context

## FOREWORD BY AREA COMMANDER



### Chief Superintendent Hamish Macpherson

*Welcome to my first Local Policing Area Plan for Dundee. As we enter a period of extraordinary change, my job is to ensure that the service expected and experienced by the public in delivering local policing is nothing short of excellent.*

*Moving to a single service in 2013 is the most significant change in policing in 37 years. The Police Service of Scotland puts local community policing at the heart of service delivery, and for that reason the public will continue to see local police responding to local issues and concerns.*

*Dundee is a regional employment, education and retail centre. In addition it has strong links with shipping and aviation through the existence of its harbour and airport terminals, with its location placing it within easy reach of all Scotland's major towns and cities. Policing in Dundee, therefore, does not operate in isolation and my accountability extends to Perth & Kinross and Angus Local Policing Areas which have unique policing challenges in their own right, but which also have the ability to influence the dynamics within Dundee .*

*It is commonly acknowledged that effective policing is based upon sound partnerships, shared information and strong collaboration. This is reflected in our local outcomes and priorities which rely on joint working across partnership and geographic boundaries for successful delivery.*

*Looking back, the police service has had a strong record of responding well to challenging and demanding circumstances. Police forces have always worked together. What is now essential, if we are to offer the range of policing services that we all want to see in Dundee, is effective collaboration - with public, partners, other local policing areas and specialist services. This joined up approach is necessary in order to understand aspects of risk, capability and capacity, standards and costs. Moving to a single service will give us greater scope to make this happen.*

*Regular monitoring and publication of results will show how we are progressing in relation to our aims. By incorporating local outcomes into planning and performance, we can ensure greater consistency and transparency in supporting Local Authority Single Outcome Agreements and subsequently reporting performance results to Local Authorities and the public.*

## INTRODUCTION

This document sets out the joint arrangements for local policing by the Police Service of Scotland and Dundee City Council, in conjunction with Partners, to deliver an agreed set of outcomes for the communities of Dundee.

Governance and accountability for the success of these arrangements is the responsibility of the Dundee Pathfinder Committee. The plan covers one year, but as the Policing Service of Scotland evolves and matures, this will change to a flexible three-year plan, thus building in continuity and consistency of approach.

## BACKGROUND

The Police and Fire Reform (Scotland) Act 2012 was passed by Parliament on 27 June 2012 and received Royal Assent on 7 August 2012. The Act incorporates three parts covering police, fire, and general provisions. The aspect of policing constitutes the most significant part<sup>2</sup> as it effectively replaces the 1967 Police Act. The Act aims to clarify the roles, responsibilities and interdependencies of each party and is considered to be more reflective of modern policing, particularly in a climate of limited resources and new challenges.

The Act moves the orientation from the traditional policing ethos of 'Guard, Watch and Patrol' towards building upon the sound principles of 'Partnership and Prevention'.

<sup>2</sup> The section of the Act relating to Fire and Rescue Services was an amendment of the redrafted Fire legislation from 2005.

## HOW IT ALL FITS TOGETHER - LOCALLY AND NATIONALLY

### ***Scotland Performs: Single Outcome Agreements***

The purpose of 'Scotland Performs' is to provide a framework for focussing Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Strategic objectives are:

- Wealthier and Fairer - to enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- Healthier - to help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- Safer and Stronger - to help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- Smarter - to expand opportunities for Scots to succeed from nurture through to life-long learning, ensuring higher and more widely shared achievements.
- Greener - to improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

To enable the Scottish Government to meet those strategic objectives each local authority area has signed up to a Single Outcome Agreement (SOA). SOAs set out how each local authority and partners will work in the future towards improving national outcomes for the public in a way that reflects local circumstances and priorities. Further information on the National Performance Framework, 'Scotland Performs', is available on the Scottish Government web site [www.scotland.gov.uk/Publications/2007/11/13092240/9](http://www.scotland.gov.uk/Publications/2007/11/13092240/9)

Local outcomes and objectives complement and support the delivery of the Scottish Government's Strategic Objectives at national and local community levels.

### ***The Scottish Policing Assessment***

The Scottish Policing Assessment sets out the priorities for the Police Service of Scotland to the year 2015. It is a key document for the police in the continuous process of meeting future policing challenges and ensuring that the service the police provide to the communities of Scotland is of a high standard.

The Assessment draws on information and intelligence provided by all the Scottish forces and law enforcement agencies as well as information from key partner agencies including the Scottish Government, Local Authorities and the public. It is through this assessment that risk in relation to crime and disorder is prioritised.

The two broad policing priorities<sup>3</sup> identified for Scottish Policing, 2011 - 2015 were:

- **COMMUNITY POLICING**, including:-
  - Antisocial Behaviour
  - Violence
  - Road Deaths and Injuries
- **PUBLIC PROTECTION**, including:-
  - Terrorism
  - Natural Hazards and Major Events
  - Serious and Organised Crime Groups

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<sup>3</sup> In addition, Service re-configuration, Workforce development and Information, Science and Technology also featured.

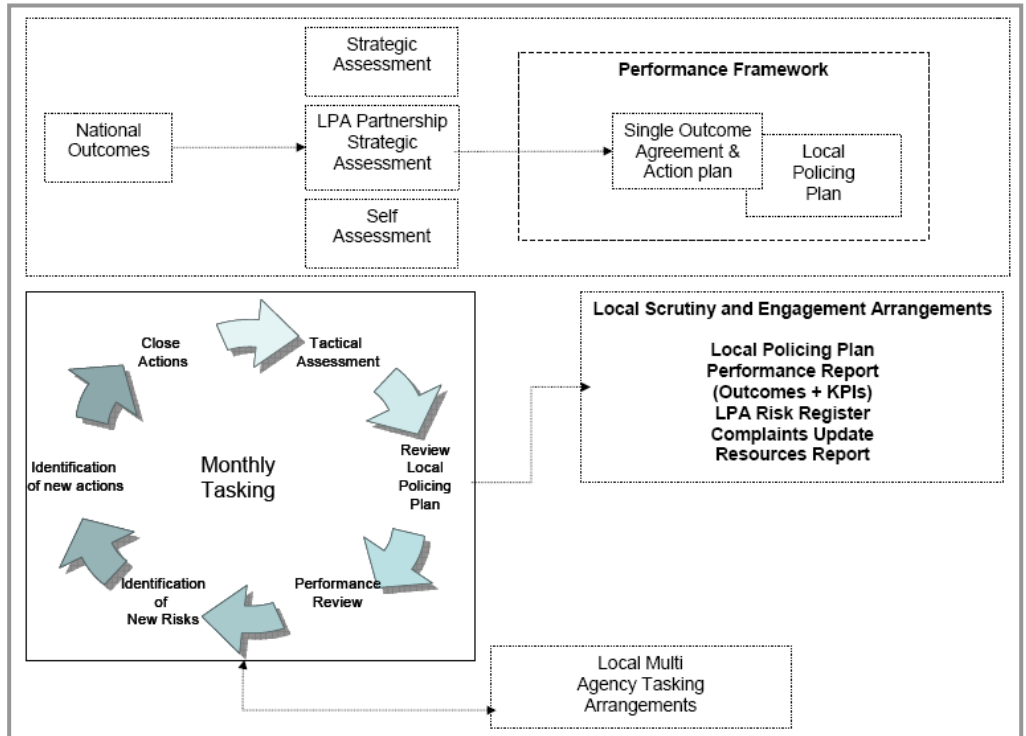
## The Local Policing Plan

With respect to local policing, the Chief Constable of Scotland must ensure that there are adequate arrangements in place for the policing of each local authority area<sup>4</sup>. A local commander must prepare and submit a local policing plan to the relevant local authority for approval. The plan must comply with certain requirements in relation to setting priorities and objectives, aligning with national outcomes and consulting with the public.

The diagram below summarises the process for how national outcomes (Scotland Performs) influence local priorities and objectives (Performance Framework covering Policing Plan and Single Outcome Agreements); these in turn arrived at by assessing threats to the community.

Local Scrutiny and Engagement is a shared responsibility by partners and is supported by regular monitoring of performance and publication of results.

Pivotal to the process is the regular business of ensuring that resources and information are available in the right place at the right time. (Tasking process)



<sup>4</sup> Police and Fire Reform (Scotland) Act 2012, Ch 7. Provision 47

## THE CITY OF DUNDEE POLICING PLAN 2013-14

The City of Dundee Local Policing Plan incorporates national priorities and any additional issues identified through neighbourhood police and partner assessments. For the period 2013 to 2014, the plan builds upon two key themes:

- **Public Protection: creating safer communities**, achieved through a combination of keeping people safe and protecting the most vulnerable in our community; and
- **Community Policing: responding to local concerns**, achieved through our community policing style and our engagement with a wide range of diverse community sectors.



### Superintendent Brian Weir

Superintendent Weir is the senior officer in charge of operational policing in Dundee. He is assisted by two Chief Inspectors who oversee operational policing and support matters.

The police in Dundee fully engage with local community planning partnerships to promote a joined-up approach in the achievement of shared outcomes. These feed into local Single Outcome Agreements through Dundee Community Safety Partnership.

For policing purposes, the area is divided into four separate sections, each in the overall charge of an Inspector.

These are:

- **Section 1 - City Centre / Maryfield / East End** - covering the city centre, Maryfield and Stobswell.
- **Section 2 - Lochee / West End** - covering Lochee, Charleston, Menzieshill and the Perth Road.
- **Section 3 - Strathmartine / Coldside** - covering Downfield, Ardler, Hilltown, St. Mary's, Kirkton and Fairmuir.
- **Section 4 - North East / Broughty Ferry** - covering Fintry, Whitfield, Douglas, West Ferry, Broughty Ferry and Barnhill.

## DUNDEE AREA DEMOGRAPHICS

Source: Extract from Single Outcome Agreement for Dundee 2012-17  
Map: Courtesy of Google Maps

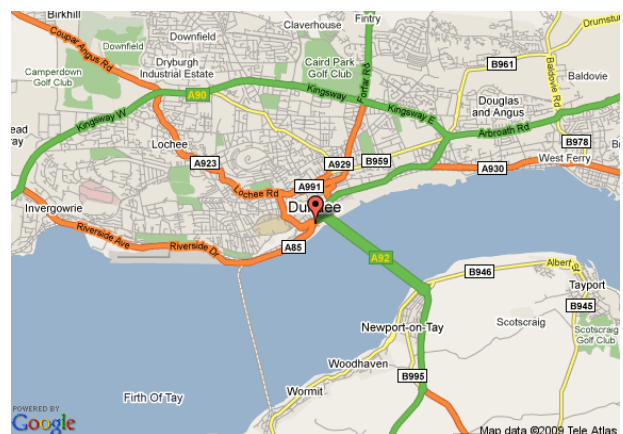
Dundee is Scotland's fourth largest city. Dundee City covers 6,300 hectares and is geographically the smallest local authority area in Scotland. It currently has a population of 142,290. Despite its small size it plays a crucial role as a regional centre for the wider area of Perth and Kinross, Angus and North East Fife and has a catchment population of approximately 400,000 people.

Following a long and sustained period of population decline since the early 1990's, Dundee City has in recent years seen its population stabilise. Latest projected population figures predict that the population will remain stable with an expected increase of 6.5% by 2035.

As with the rest of Scotland, Dundee has an ageing population. The number of people aged over 65 is expected to rise by approximately 30%, equating to around 6,700 people. The number of people aged over 75 will increase by 40% and those over 85 will increase by 93%.

The effects of an ageing population combined with the effects of deprivation increase demands on health and social care services. People are living longer with increased ill-health and frailty and people in areas of multiple deprivation are likely to experience the long term conditions associated with ageing at an earlier stage.

Also predicted in the 2008-based household projections is a 36% increase in households with a head of household aged 75 or more. In contrast, the 30-44 age group is expected to see a decline of 3% by 2033.



Dundee has the third largest percentage of its population (29 %) living in the 15% most deprived areas of Scotland (Scottish Index of Multiple Deprivation 2009). Nearly 36% of children live in one of the 15% most deprived data zones.

These factors in themselves have implications in terms of policing the area.

In relative terms Dundee's economy performed better than the Scottish average during the downturn in terms of job losses. Whilst the wider economic landscape and structure of the local economy represent significant challenges, Dundee can look forward with confidence for a number of reasons. The city has established a reputation as a centre of excellence in the fields of life sciences and digital media, building upon the strengths of two world class universities.

## **HOW WE ARRIVED AT OUR POLICING PRIORITIES**

The Dundee Community Safety Partnership Strategic Assessment and the Local Policing Area Strategic Assessment are the principal instruments for identifying policing priorities for Dundee. The strategic assessments bring together a range of data and information from partners including Fire and Rescue Services, NHS Tayside and Dundee City Council as well as the police. This information includes crime, fire-related incidents; Community Safety Warden activity; Anti-Social Behaviour Team activity and other council departmental statistics focusing on the challenging issues affecting the community.

Underpinning this policing plan are service delivery plans outlining in more detail specific activity that will take place to ensure effective delivery of objectives. These are not public documents as they may contain detail of covert operations and tactics designed to target offenders and criminal networks.

## **1 PUBLIC PROTECTION and PUBLIC SAFETY - CREATING SAFER COMMUNITIES**

The police have a key role to play in protecting the public from dangerous people, such as violent or sexual offenders, who pose a serious risk with respect to harm or danger. This includes protecting individuals or sectors of the community who are potentially more at risk than others, such as children, or vulnerable adults.

Public protection activity covers many areas including child protection, domestic abuse, sexual offences and offender management, vulnerable adults, hate crime, violent crime and the vulnerabilities associated with the prevalence of drugs and alcohol. Delivering this important aspect of policing is instrumental in enhancing public confidence in the police and making sure people feel safe.

Dundee, in comparison with the rest of Scotland, has a relatively low crime rate with crime consistently decreasing over the last ten years.

Feedback from the public shows that drugs and alcohol-related crime and antisocial behaviour have a significant effect on individuals and whole communities with respect to their quality of life.

Police crime reports show that for 2011/12, alcohol was a contributing factor in 44% of all violent crime in Dundee.

The prevalence of drugs and the instances of drug-related deaths continue to be of significant concern.

## **2 COMMUNITY POLICING - RESPONDING TO LOCAL CONCERNS**

Building public confidence and trust is how the police aim to improve satisfaction with the quality of service provided the public. This is achieved through the effective delivery of policing services which meet local people's needs. It is about providing easy access to services, giving the public a voice in order to influence how the police respond to issues that matter to them, delivering appropriate and robust interventions, working with partners to resolve concerns, providing feedback to the public and keeping them informed of progress and improvement.

In Dundee, Community Policing is delivered through three key mechanisms:-

- Having an identifiable dedicated officer located in each geographic community.
- Consulting with the community to identify and establish local policing priorities.

- Adopting a shared partnership problem-solving approach to dealing with issues, determining accountability and appointing the most appropriate lead agency.

Strong Community Engagement remains instrumental to successful community policing in Dundee Local Policing Area.

There are a wide range of opportunities for the public to liaise with the police. Feedback from the public is achieved through a monthly rolling programme of surveys, in addition to other information received through the wide range of mechanisms the police use to engage with local communities such as road shows, meetings, community events and social media.

The main concerns expressed by residents in Dundee over the last year include antisocial behaviour, drugs, vandalism, housebreaking, dangerous or careless driving, and perceptions about safety in local neighbourhoods.

Over the years Dundee Community Safety Partnership (CSP) has made significant progress in reducing the impact of these issues through the introduction of Community Safety Wardens; focused collaborative partnership working; development of the CSP Operational Group - membership of which is at manager level with decision-making ability to deploy resources without delay, and improved and effective information-sharing on antisocial behaviour related issues.

### **3 DIVERSITY AND EQUALITY**

Effective and fair policing is about reflecting the needs and expectations of individuals and local communities in setting priorities, upholding standards and providing a good service. The aim of community-focused policing is to improve public confidence in policing, thereby increasing the satisfaction of service users and the public. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police and the aim is to ensure that the service provided to all is fair and consistent.

Dundee Local Policing Area has a commitment and a statutory duty to eliminate discrimination, promote equality of opportunity and foster good relations in all its internal and external functions. Towards this aim, the Community Advisory Group provides the vehicle for delivering the local Equality Action Plan.

The Community Advisory Group (CAG) is made up of representatives from diverse community interests. Its remit is to develop effective relations between diverse local populations, towards mutually supportive goals in relation to community policing. This approach greatly assists the police in community engagement, which in turn shapes policing services.

### **4 PROVIDING AN EXCELLENT SERVICE TO THE PUBLIC**

#### **Standards of Service**

The public increasingly expects to be provided with clear information about what they can expect from the police if they call for help or advice. Local Standards of Service provide a means by which customer satisfaction and adherence to standards may be measured.

In Dundee Local Policing Area performance is measured against the following standards:

- Overall satisfaction with the assistance provided to the public by police officers,
- Satisfaction with the professional image presented by the police officer,
- Satisfaction with the contact details provided to the member of public by the police officer,
- Satisfaction with the way the member of public was treated by the officer,
- The proportion of people who were provided with an update on the progress of their enquiry,
- Overall customer satisfaction with police officer contact.

#### **Professional Standards**

The Police Investigations & Review Commissioner (PIRC) in Scotland has power to independently investigate complaints against officers. The Procurator Fiscal oversees and directs all investigations of criminal offences involving the police. Issues relating to service delivery are dealt with at local management level. This provides the opportunity and impetus to identify areas of good practice and address areas of failure in order to improve future performance.

## **5 REVIEWING PROGRESS: PERFORMANCE MEASUREMENT**

Performance indicators are used to gather information about performance, quality of service and public perception. They are derived from priorities identified through police and partnership assessments and also include issues such as housebreaking and vandalism, identified as local concerns through public feedback.

A rolling programme of surveys tests public opinion on public safety, local crime levels, confidence in the police, and police effectiveness in dealing with local concerns - in order that where action is required; it can be initiated in a timely manner.

Analysis of performance data, combined with the output from public consultation and engagement, provides an indication of the extent to which the Local Policing Area is succeeding in contributing to improved community outcomes.

Not all performance indicators are measures of police performance; rather, they provide additional background information or “context” around the demands placed upon the LPA and the environment in which it operates.

## **6 GOVERNANCE: LOCAL SCRUTINY AND ENGAGEMENT ARRANGEMENTS**

The Police and Fire Reform (Scotland) Act includes a framework for new local scrutiny and engagement arrangements involving local authorities and the new national police and fire services.

Formal scrutiny and challenge regarding Dundee Local Policing Area outcomes falls under the governance of the City of Dundee Policy and Resources Committee, chaired by the Chief Executive.

The key principles of “Best Value” (as contained within the local Government in Scotland Act 2003) in demonstrating efficiency, effectiveness, economy and the need to meet equal opportunity requirements, remain fundamental to local governance arrangements with respect to scrutiny of police performance.

Performance results are published in accordance with Section 13 of the Local Government (Scotland) Act 2003 which outlines the duty of a local authority to make appropriate arrangements for the reporting to the public of the outcome of the performance of its functions.

The challenging economic climate means that robust monitoring and reporting processes are instrumental in ensuring that the Local Policing Area remains on track to deliver against local objectives within the resources available.

## **7 CONSULTATION ON THIS PLAN**

The Police and Fire Reform (Scotland) Act 2012 requires the Area Commander to involve the local authority and consult appropriately with respect to setting priorities and objectives for the policing of the area.

Consistent with the requirements of the Act and in order to ensure broader engagement of partners and public in plans and priorities, the City of Dundee Local Policing Area Plan was circulated for comment using the following methods:

- Presentations of the outputs from the combined Strategic Assessment to the Pathfinder Committee, with a discussion to form the draft plan through a question and answer session,
- Elected members within the Pathfinder arrangements,
- Elected representatives being sent a link to the draft plan,
- With the public via the local policing area web site, social media and the local authority website,
- With communities through community meetings and other engagement opportunities,
- With key partners being sent a copy of the draft plan,
- Postal survey to a cross section of the general public.

In conclusion, The City of Dundee Local Policing Plan 2013-14 builds on the wealth of data, information and intelligence provided by a wide range of sources. The priorities focus on the issues that adversely affect the public, cause them most concern and matter to them the most.

This not only ensures that the interests and needs of partners and public are appropriately reflected in the plan, but also supports the benefits to be realised using a joined-up approach.

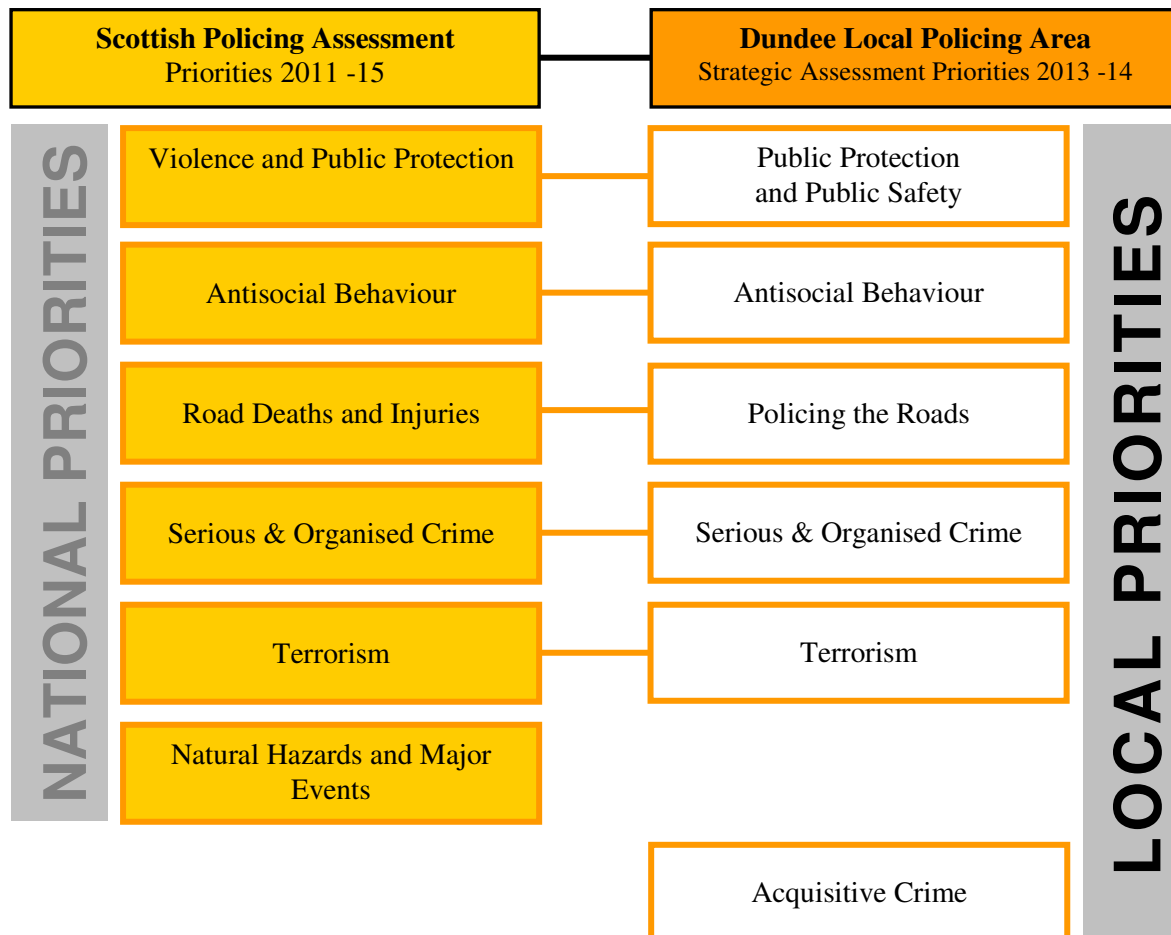


## SECTION 2:

## LOCAL OUTCOMES FOR DUNDEE:

- Public Protection and Public Safety - Creating Safer Communities
- Community Policing - Responding to Local Concerns

### POLICING PRIORITIES



**This diagram demonstrates the inter-relationship between local priorities, those derived from assessing threat and risk to local communities by police and partners, and national priorities, those arising from a Scotland-wide risk and threat assessment.**

## **LOCAL POLICING PRIORITY 1: PUBLIC PROTECTION & SAFETY**

**O**bjective: To protect the public from harm, particularly those more vulnerable members of our society.

This objective will focus on the following key aims -

- Protecting and supporting vulnerable people and communities,
- Reducing Serious and Violent crime,
- Reducing Drugs and Alcohol-related crime and antisocial behaviour, and associated harm caused by these,
- Reducing Domestic Abuse,
- Reducing the incidence of prostitution
- Improving Public Safety.

### **NATIONAL CONTEXT**

This supports the following outcomes under 'Scotland Performs'.

Outcome 8: We have improved the life chances for children, young people and families at risk.

Outcome 9: We live our lives safe from crime, disorder and danger.

Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

### **LOCAL CONTEXT**

This supports the following outcomes under Dundee's Single Outcome Agreement.

Outcome 3: Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

Outcome 5: People in Dundee will have improved physical and mental well-being.

Outcome 6: People in Dundee will be able to live independently and access support when they need it.

Outcome 7: Our communities will be safe and feel safe.

**NOT PROTECTIVELY MARKED**  
**PUBLIC PROTECTION - CREATING SAFER COMMUNITIES**

**a) Protecting and supporting vulnerable people and communities.**

**LOCAL POLICING ACTIONS**

- To identify and support the most vulnerable members of our communities by actively participating in Local Community Planning Partnerships.
- To improve the life chances for young people, children and families in Dundee through the development of effective partnership-working.
- To ensure that young people who persistently offend are identified through informed analysis, and are subsequently targeted for intervention and enforcement through appropriate schemes for persistent offenders in conjunction with Dundee Youth Justice Partnership.
- To implement the 'whole system' approach to working with the Criminal Justice Social Work and extend the Juvenile Early Intervention Scheme to include 16 & 17 year olds.

**LOCAL POLICING OUTCOMES**

- A reduction in young people committing crime and antisocial behaviour.
- An increase in the number of 16 -17 year olds diverted from prosecution in adult courts.
- An increase in the uptake of diversionary activities in relation to persistent offenders.

**PERFORMANCE INDICATORS**

- Public protection:-
  - Number of crimes against children (where the child is recorded as a victim)
  - Number of 16/17 year olds diverted from prosecution in adult courts
  - Number of offences committed by 8-17 year olds
  - Number of Child Concern reports
  - Proportion of child concern reports where alcohol is an influencing factor
  - Number of Registered Sex Offenders (RSOs) in community
  - Number of RSOs in custody
  - Proportion of RSOs by risk category
  - Number of MAPPA case conferences held (by level)
  - Number of Sexual Offences Prevention Orders (SOPO) in existence
  - Number of crimes in relation to grooming children for purpose of sexual exploitation
- Number of sexual crimes (Group 2 crime category)
- Public survey results in relation to:
  - How well the police tackle and prevent crime
  - How well the police help and support victims of crime

**b) Reducing serious and violent crime.**

**LOCAL POLICING ACTIONS**

- To reduce the incidence of violent crime.

**NOT PROTECTIVELY MARKED**

**NOT PROTECTIVELY MARKED**  
**PUBLIC PROTECTION - CREATING SAFER COMMUNITIES**

- To take proactive steps to reduce the incidence of knife-related crime.
- To initiate information-sharing protocols with partners particularly the NHS to identify people who have been victims of serious and violent crime.

**LOCAL POLICING OUTCOMES**

- Reduction in violent crime, and in particular, alcohol-related violence.
- Reduction in knife crime.

**PERFORMANCE INDICATORS**

- Number of violent crimes (Group 1 Offences), further detailed by crime type:-
  - Murder
  - Attempted Murder
  - Serious Assault
  - Robbery
- Proportion of violent crime (Group 1 offences) where alcohol is an influencing factor
- Number of crimes involving a knife or other article with a blade or point
- Number of proactive searches
- Public survey results in relation to residents responses about the prevalence of crime in their neighbourhood and the level of concern expressed

**c) Reducing Drugs and Alcohol-related crime and antisocial behaviour, and associated harm caused by these**

**LOCAL POLICING ACTIONS**

- To initiate information-sharing protocols through alcohol and drugs partnerships, particularly the NHS, to refer people at greatest risk from substance misuse to allow them to prioritise appropriate preventative interventions.
- To increase referrals to support agencies for people at risk through substance misuse.
- To contribute to key partner agency strategies in relation to harm reduction.
- To expand on work with partner agencies with regard to sharing intelligence and information on alcohol and drugs trends and risks.
- To deploy appropriate resources at identified hot spots in relation to drug and alcohol-related behaviour.
- To work with partners to prevent the sale of alcohol to young people through initiatives such as Operation Dry-Up.

**LOCAL POLICING OUTCOMES**

- Reduction in the supply of drugs and harm caused by them.
- Reduction in the supply of alcohol to young people.

**PERFORMANCE INDICATORS**

**NOT PROTECTIVELY MARKED**

**NOT PROTECTIVELY MARKED**  
**PUBLIC PROTECTION - CREATING SAFER COMMUNITIES**

- Number of offences for the supply and possession of drugs
- Number of offences for the supply and possession of specifically Class A drugs
- Number of drugs deaths (Context measure)
- Number of alcohol-related violent crimes
- Proportion of domestic abuse incidents where the perpetrator and/or victim was under the influence of alcohol.
- Number of alcohol-related minor assaults
- Public survey results in relation to residents responses about the prevalence of drugs and alcohol in their neighbourhood and the level of concern expressed

**d) Reducing the incidence of domestic abuse, and associated repeat offending**

**LOCAL POLICING ACTIONS**

- To reduce offending and target repeat offenders through structured risk assessments and the Multi Agency Risk Assessment Conference (MARAC) process for domestic abuse victims, delivering a co-ordinated community solution.

**LOCAL POLICING OUTCOMES**

- A reduction on the number of domestic abuse incidents.
- A reduction in the number of repeat offenders for domestic abuse.

**PERFORMANCE INDICATORS**

- Number of domestic abuse incidents
- Proportion of domestic abuse incidents where a substantive crime was recorded
- Number of repeat victims (substantive crimes)

**e) Reducing the incidence of prostitution in Dundee**

**LOCAL POLICING ACTIONS**

- To maintain a profile of prostitution in Dundee and implement a tactical options plan to reduce the occurrence.
- To deploy appropriate resources at identified hot spots in relation to prostitution

**LOCAL POLICING OUTCOMES**

- Reduction in offences relating to prostitution, with a corresponding increase in the number and frequency of prostitutes being referred for appropriate support.
- Improved feelings of community well-being and safety.

**PERFORMANCE INDICATORS**

- Number of offences for prostitution

**NOT PROTECTIVELY MARKED**

**NOT PROTECTIVELY MARKED**  
**PUBLIC PROTECTION - CREATING SAFER COMMUNITIES**

- Number of offences in relation to soliciting the services of a person engaged in prostitution (for example “kerb crawling”)
- Number offences in relation to brothel-keeping
- Number of females referred to support agencies

## **f) Engaging with the public to address local concerns about public safety**

### **LOCAL POLICING ACTIONS**

- To make the best use of all available media, including social media, to better consult and engage with the public in order to gather information about community concerns and provide feedback on what action has resulted.
- To further develop Community Profiles by Community Officers.
- To further develop the ‘Repeat Callers’ process with a view to reducing the number and frequency.

### **LOCAL POLICING OUTCOMES**

- Improvement in understanding of the needs of local communities.
- Better engagement processes in place to assess and address these.
- Improved feelings of community well-being and safety.
- Reduction in demand, better use of resources

### **PERFORMANCE INDICATORS**

- Public survey results in relation to:
  - perceptions of crime in the neighbourhood
  - police visibility
  - feelings of safety
  - concern about becoming a victim of crime
  - confidence in the police
  - impact of community policing
  - the nominated ‘top three’ community concerns
  - service delivery: police officer contact
  - service delivery: response and providing an update on ongoing enquiries
- Number of repeat callers to the police

## **LOCAL POLICING PRIORITY 2: SERIOUS & ORGANISED CRIME**

**Objective: To target criminals who actively conduct their criminality in a co-ordinated fashion.**

### **NATIONAL CONTEXT**

This supports the following outcome under 'Scotland Performs'.

Outcome 9: We live our lives safe from crime, disorder and danger.

### **LOCAL CONTEXT**

This supports the following outcome under Dundee's Single Outcome Agreement.

Outcome 7: Our communities will be safe and feel safe.

### **LOCAL POLICING ACTIONS**

- To gather intelligence to divert, disrupt, deter and detect Serious and Organised Crime Groups (SOCG).
- To further develop partnership working, including joint tasking with other Local Policing Areas and agencies such as SOCA, SCDEA<sup>5</sup> to prevent SOCGs from outwith Dundee establishing themselves within the Dundee area.
- To exploit every opportunity to use asset recovery techniques available under current legislation, in particular Proceeds of Crime Act and Misuse of Drugs Act.

### **LOCAL POLICING OUTCOMES**

- Reduction in active criminal networks operating within Dundee Local Policing Area and disruption of cross-boundary activity with neighbouring LPAs.

### **PERFORMANCE INDICATORS**

- Number of SOCG members arrested and charged
- Commodities recovered under Proceeds of Crime Act, including:-
  - Value of assets restrained
  - Value of cash seized
  - Amount/value of drugs recovered
  - Type/value of other commodity recovered
- Number and type of groups assessed to be operating across the LPA (Context measure<sup>6</sup>)

<sup>5</sup> SOCA - Serious Organised Crime Agency, SCDEA - Scottish Crime and Drugs Enforcement Agency

<sup>6</sup> Context measures provide additional background information or 'context' around the demands placed upon the LPA and the environment in which it operates.

- Reduction of SOCG Score on National Index

## **LOCAL POLICING PRIORITY 3: TERRORISM**

**O**bjective: To proactively monitor and assess local and national intelligence and mitigate threat and risk to the community.

### **NATIONAL CONTEXT**

This supports the following outcome under 'Scotland Performs'.

Outcome 9: We live our lives safe from crime, disorder and danger.

### **LOCAL CONTEXT**

This supports the following outcome under Dundee's Single Outcome Agreement.

Outcome 7: Our communities will be safe and feel safe.

### **LOCAL POLICING ACTIONS**

- To co-ordinate the delivery of CONTEST, the UK's Counter-terrorism Strategy<sup>7</sup>, with partners to address networks and individuals undertaking terrorist or extremist activity.
- To continue to develop capacity, capability and interoperability to prepare for and respond to terrorist incidents.
- To develop and deliver counter terrorist security advice to key business partners.

### **LOCAL POLICING OUTCOMES**

- Minimised threat of terrorism affecting the communities of Dundee and its neighbouring LPAs.

### **PERFORMANCE INDICATORS**

- Number of briefings/presentations delivered
- Number of REFRACT Intelligence Logs at point in time

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<sup>7</sup> Key elements of CONTEST: **Pursue** - the most immediate priority aimed at stopping terrorist attacks, **Prevent** - aimed at stopping people becoming terrorists or supporting terrorism, **Protect** - aimed at strengthening protection against terrorist attacks, so reducing vulnerability, and, **Prepare** - aimed at mitigating the impact of a terrorist incident where it cannot be stopped.



## LOCAL POLICING PRIORITY 4: ANTISOCIAL BEHAVIOUR

**O**bjective: To tackle the incidence of local nuisance that causes alarm and distress to the community.

### NATIONAL CONTEXT

This supports the following outcomes under 'Scotland Performs'.

Outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Outcome 9: We live our lives safe from crime, disorder and danger.

Outcome 11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

### LOCAL CONTEXT

This supports the following outcomes under Dundee's Single Outcome Agreement.

Outcome 3: Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included.

Outcome 7: Our communities will be safe and feel safe.

Outcome 9: Our people will live in strong, popular and attractive communities.

### LOCAL POLICING ACTIONS

- To engage with key partners to implement and embed an effective multi-agency Antisocial Behaviour Strategy.
- To make effective use of appropriate resources to target antisocial behaviour (ASB).
- To use the approach of Early and Effective Intervention (EEI) for less serious incidents involving 16-17 year olds
- To use fixed penalty notices for less serious incidents of alcohol-related ASB.
- To identify repeat victims and offenders of ASB to inform preventative measures and provide options for enforcement.
- To gather intelligence and monitor social networking sites with regards to ASB.
- To work with the licensed trade to further develop focus on drug and alcohol awareness schemes such as Best Bar None and Pub Watch.
- To make appropriate use of relevant legislation, such as ASBOs, and applications for appropriate bail orders to reduce the likelihood of re-offending.

### LOCAL POLICING OUTCOMES

- Reduction in the incidence of antisocial behaviour across Dundee.

- Increased partnership working arrangements with respect to tackling the physical and emotional impact of antisocial behaviour on public property and victims.
- Improved feelings of safety.
- Improved public confidence in the police.

## **PERFORMANCE INDICATORS**

- Number of 8-17 year olds who have committed crimes/offences
- Proportion of the above where alcohol is an influencing factor (by locus)
- Level of detected Youth Crime
- The prevalence of alcohol-related minor assault
- The number of young people diverted from adult courts through EEI
- Number of Fixed Penalty Notices issued by category
- Level of vandalism locally
- The incidence of Youths Causing Annoyance
- Public survey results in relation to:
  - How well the police work with schools and young people
  - How well the police deal with antisocial behaviour
  - Residents responses about the prevalence of antisocial behaviour in their neighbourhood and the level of concern expressed
  - The frequency in which antisocial behaviour appears as one of the 'top three' community concerns

## LOCAL POLICING PRIORITY 5: ROAD SAFETY

**O**bjective: To work with partners to improve road safety.

This objective will focus on the following key aims -

- Improving road safety through a process of education and enforcement,
- Disrupting criminal use of the road network.
- Reducing the prevalence of antisocial driving.
- Reducing road casualties.

### NATIONAL CONTEXT

This supports the following outcome under 'Scotland Performs'.

Outcome 9: We live our lives safe from crime, disorder and danger.

### LOCAL CONTEXT

This supports the following outcome under Dundee's Single Outcome Agreement.

Outcome 7: Our communities will be safe and feel safe.

### LOCAL POLICING ACTIONS

- To implement targeted road safety campaigns aimed at reducing road casualties, specifically tailored towards identified high-risk groups including, young drivers and pedestrians.
- To work with key partners to promote road safety and disrupt criminals using the road network.
- To reduce driving-related antisocial behaviour.

### LOCAL POLICING OUTCOMES

- Reduction in road casualties.
- Fewer collision 'hotspots'.
- Disruption of criminal networks that use the roads for illegal purposes.
- Reduction in antisocial driving.

### PERFORMANCE INDICATORS

- People killed or injured in road collisions
- Number of collisions
- Motoring Offences by type (speeding, using mobile phones, seat belts)
- Conditional offers issued
- Proportion of Conditional offers paid

**NOT PROTECTIVELY MARKED**

- Reports sent to the Procurator Fiscal relating to road traffic offences
- Vehicle Seizures;
  - number: for crime-related activity
  - cost to the police
- Number of action-files completed regarding criminal activity on the roads network
- Number of antisocial behaviour notices issued for antisocial driving
- Public survey results: the frequency in which antisocial driving is nominated as one of the 'top three' community concerns
- Tayside Safety Camera Partnership Survey results

**NOT PROTECTIVELY MARKED**

## LOCAL POLICING PRIORITY 6: ACQUISITIVE CRIME

**O**bjective: To improve the quality of life of individual citizens by preventing and arresting offenders who commit acquisitive crime<sup>8</sup>.

### NATIONAL CONTEXT

This supports the following outcome under 'Scotland Performs'.

Outcome 9: We live our lives safe from crime, disorder and danger.

### LOCAL CONTEXT

This supports the following outcome under Dundee's Single Outcome Agreement.

Outcome 7: Our communities will be safe and feel safe.

### LOCAL POLICING ACTIONS

- To implement targeted campaigns aimed at identifying and arresting those who perpetually commit acquisitive crime.
- To increase public awareness of bogus callers and how to deal with them.
- To work with key partners to promote safety and security with respect to property and valuables.

### LOCAL POLICING OUTCOMES

- Increased feeling of community safety.
- Reduction in the incidence of acquisitive crime such as domestic housebreaking, vehicle crime and theft.
- Reduction in repeat offenders.

### PERFORMANCE INDICATORS

- Domestic Housebreaking
- Non-domestic Housebreaking
- Break-ins to business premises
- Motor Vehicle Crime
- Number of Bogus Caller crimes
- Detection rates for all crime-related performance measures
- Public survey results in relation to:
  - the proportion of people who were updated on the progress of their enquiry (Group 3 - crimes of dishonesty)
  - perceptions of crime in the local neighbourhood

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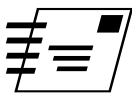
<sup>8</sup> Acquisitive Crime includes offences such as housebreaking, theft, motor vehicle crime, currency offences and other crimes that have the ability to have a negative and potentially demoralising personal impact on an individual.



**This document is available on the Dundee Local Policing Area web site. It can be viewed there in large print by increasing the magnification on screen.**



You can listen to this document as a PDF file by clicking on the 'View', menu, selecting 'Read out aloud' and ensuring your volume control is turned up.



Ongoing improvement depends on feedback from contributors and users and we would welcome your views. If you require further information about this plan please use the contact options below.

## **HOW YOU CAN CONTACT US**

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**Facebook: <http://www.facebook.com/Dundee LPA>**

