









SCOTTISH
DEA

Scottish Drug Enforcement Agency

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SDEA Objectives, Key Activities, Performance Indicators and Outcomes 2000-1



Mission Statement

To drive and co-ordinate a substantially enhanced multi-agency response to combat the threat from drug trafficking and other serious and organised crime in Scotland.

Strategic Aims

To reduce the growth, manufacture, importation and distribution of drugs for illicit use in Scotland, supporting international efforts to stem the flow of drugs into the UK.

To reduce the availability of drugs in the community through enforcement activity, and disrupt and arrest those involved in their supply and trafficking.

To ensure information and best practice are shared between intelligence and law enforcement agencies.

To maximise the confiscation of assets associated with drug dealing activity.

'a platform for progress'



Director's Foreword

First Minister

This is my first Annual Report as Director of the Scottish Drug Enforcement Agency (SDEA) and it is an honour to present it. This last year has been both challenging and rewarding for myself and my colleagues. However, the progress made could not have been possible without the co-operation and support of a number of key individuals and organisations. In this regard, I am particularly grateful to the past and present Deputy Ministers for Justice, the Scottish Executive, the Scottish Police Forces, the National Criminal Intelligence Service (NCIS), HM Customs and Excise (HMCE), the National Crime Squad (NCS), and not least, the former Scottish Crime Squad (SCS); whose Commanders and members have served Scotland well since the Squad's inception in 1976. Special mention, however, must be made of all 8 Chief Constables in Scotland. Their wholehearted commitment to making the SDEA a reality has been exceptional.

The SDEA was formally launched on 1 June 2000 and incorporates what were the SCS, the Scottish Criminal Intelligence Office (SCIO) and the Scottish Police Technical Support Unit (SPTSU) which are no longer recognised as separate entities. Although the SDEA was not officially established until then, I was appointed by Scottish Ministers on 25 February 2000 and took up office on 1 March 2000. From that date, to achieve maximum impact and promote a corporate identity, the various elements which would ultimately comprise the Agency, have functioned as a single body. This report therefore incorporates our collective activity from 1 April 2000 to 31 March 2001 and includes priorities for the year ahead. As a new organisation, this first report cannot include performance against the previous year. Such comparison will be included in the 2001/02 report.

The formation of the SDEA, however, undoubtedly provided an opportunity for the Scottish Police Service and other law enforcement bodies to cross-cut and enhance our intelligence, operational and co-ordination efforts against drug trafficking. In this respect, considerable progress has been made.

The SDEA has established itself as a catalyst for change and has become a significant driving force within law enforcement in Scotland.


Principal achievements include:

- The provision of an additional 152 police and support personnel to combat the threat from drug trafficking and other serious and organised crime in Scotland. This includes the funding of 100 new police recruits distributed among the 8 Scottish Police Forces, allowing 100 experienced police officers to be redeployed to drug work at Force level. The remaining 52 posts relate to additional personnel seconded to the Operational, Intelligence and Drugs Co-ordination Groups of the SDEA.
- The development of effective working relationships with the NCIS, HMCE, NCS and international law enforcement agencies involved in combating drug trafficking.
- In partnership with other law enforcement agencies, the seizure of controlled drugs with a potential street value of £17.5m, the arrest of 130 persons involved in drug trafficking and other serious organised crime in Scotland and the dismantling or disruption of 50 criminal factions.
- The introduction of Scottish Strategic and Tactical Tasking and Co-ordination Forums, involving all 8 Scottish Police Forces, SDEA, HMCE and NCIS. This is a unique development in Scottish law enforcement, and as a consequence of real commitment, there is now a greatly enhanced co-ordinated approach by all Scottish Police Forces and law enforcement agencies to the investigation of drug trafficking and other serious and organised crime in Scotland; and a marked increase in the sharing of intelligence and best practice between the Police Service and other law enforcement and intelligence agencies.

- The introduction of the National Intelligence Model (NIM) to the Scottish Police Service, which when fully implemented will bring an enhanced level of professionalism to intelligence work, and a clearer understanding of the nature of serious and organised crime in Scotland.
- The promotion of a Scottish Intelligence Database (SID) to be networked during 2001/02 throughout the 8 Scottish Police Forces and the SDEA.
- The creation of a Scottish Directors of Intelligence Forum to share best practice and assist in raising the level of professionalism among intelligence practitioners.
- The securing of SDEA membership on all appropriate Scottish and United Kingdom (UK) Committees addressing drug trafficking and other serious and organised crime matters.
- The creation, within the SDEA structure, of the post of National Drugs Co-ordinator to co-ordinate the Scottish Police Service response to non-enforcement drug issues, and promote effective working relations with statutory and voluntary bodies involved in tackling drug misuse.
- The creation of an SDEA Drug Strategy Unit to research and analyse drug related information and trends.
- The introduction of a Scottish Drug Death Database to assist in the analysis of drug related deaths in Scotland.
- The establishment of an ACPOS Crime Standing Committee Drugs Sub-Committee, to support Scotland's drug strategy 'Tackling Drugs in Scotland: Action in Partnership' and the Scottish Executive's Drugs Action Plan, 'Protecting Our Future'.
- A substantial increase in SDEA resources involved in intelligence and financial investigative work, leading to more effective targeting of those criminals posing the greatest risk to Scottish communities.
- The provision of additional equipment for the SDEA's Technical Support Unit (TSU) to enhance the Scottish Police Service's ability to deploy advanced technology against those involved in drug trafficking and other serious and organised criminality.
- The development of a protocol document between ACPOS and the Crown Office to assist in the management of major intelligence led crime investigations undertaken by Scottish Police Forces and the SDEA.
- The establishment of a corporate SDEA, staffed by highly motivated personnel, and appropriately structured to make maximum impact on drug trafficking, drug misuse and serious and organised crime in Scotland.

The SDEA has added value to the Scottish Police Service response, and that of other law enforcement agencies, to drug trafficking and other serious and organised crime in Scotland. Central to this achievement has been the development of systems and practices to enhance co-ordination of effort, both in terms of enforcement and preventative work.

Overall, the SDEA has had a busy and successful past twelve months but much work lies ahead to consolidate and focus the organisation to effectively sustain its impact on drug trafficking and other forms of serious and organised crime in Scotland. I am in no doubt that the momentum and partnerships gained during the first year of the SDEA's existence will continue. We look forward to the coming year.



James Orr
DIRECTOR



Overview

Introduction

The SDEA is an organisation established and maintained by the Scottish Ministers under Section 36(1) of the Police (Scotland) Act 1967 (the 1967 Act). The Agency was launched on 1 June 2000 by the then Deputy Minister for Justice, Angus MacKay, and formally established on 1 April 2001 on the basis of an Agreement of the 8 Scottish Chief Constables in terms of Section 12(1) of the 1967 Act.

The SDEA Headquarters is co-located at Osprey House, Paisley, with the NCIS Scottish Office and HMCE. It is a unique arrangement in terms of law enforcement in the UK and one which not only assists in fostering good working relationships and co-operation between these organisations, but demonstrates a genuine and visible partnership approach to drug enforcement and the investigation of other forms of serious and organised crime in Scotland.

From an organisational perspective, the SDEA incorporates what were the SCS, the SCIO and the SPTSU, which, following the Agreement of Chief Constables in April, ceased to exist as separate entities.

The amalgamation of these organisations into a corporate SDEA has been seamless and could not have been achieved without the co-operation and support of staff at all levels. Indeed, the significant number of arrests and seizures of controlled drugs which have occurred during the SDEA's first year stands testimony to this.

It is important to recognise, however, that the SDEA is not simply a development of the former SCS. It is a new organisation. As will be shown in this first Annual Report, the creation of the Agency has brought with it, not only an increase in resources dedicated to drug enforcement work in Scotland, but the introduction of systems, practices and procedures; and an enhanced spirit of co-operation, which have witnessed a marked change in the way Scottish Police Forces and law enforcement agencies approach the

business of drug enforcement and the investigation of other serious and organised crime.

At the same time, during its first year, the SDEA has shown that it has retained the ability to assist Scottish Police Forces, as appropriate, with the investigation of all aspects of serious crime. This is an important aspect of the Agency's work, and throughout the year, Scottish Police Forces, NCIS and HMCE have benefited from the enhanced expertise now available from the SDEA.

Equally, in recognising that enforcement alone will not eradicate the problem of drug misuse in Scotland, the SDEA is active in co-ordinating the Scottish Police Service's response to non-enforcement aspects of drug work. Central to this is the role of the Agency's National Drugs Co-ordinator and the SDEA Drug Strategy Unit. Again, these are concepts which are unique to Scotland. Early work has included the creation of a drug death database to facilitate the collation and analysis of information surrounding drug deaths in Scotland.

During the SDEA's first year, it has responded positively to the main policy drivers behind its creation, namely:

- **Partnership for Scotland.**

A statement setting out policy principles and initiatives for the Scottish Executive, including a commitment **to take tough action on drug deaths, establish a Scottish Drug Enforcement Agency and set up action to stop drugs coming into Scotland,**

and

- **Tackling Drugs in Scotland – Action in Partnership.**

An enhanced strategy for tackling the problem of drug misuse in Scotland (whilst at the same time contributing to the overall UK Drug Strategy set out in ‘Tackling Drugs to Build a Better Britain’) through cross cutting action on four fronts – **young people, communities, treatment and availability.**

The challenge now for the SDEA is to build on its early success; and in the coming years provide effective joined-up law enforcement to make an even greater impact through partnership working and help counter the many problems associated with drug misuse in Scotland, particularly its relationship with upper level criminality.

Aims and Responsibilities

The strategic aims of the SDEA are to deliver on the action priorities set out in Scotland’s forward drug strategy ‘**Tackling Drugs in Scotland – Action in Partnership**’ and to maintain an organisation capable of promoting the efficiency and effectiveness of the Scottish Police Service by:

- **Reducing the growth, manufacture, importation and distribution of drugs for illicit use in Scotland, supporting international efforts to stem the flow of drugs into the UK.**

- **Reducing the availability of drugs in the community through enforcement activity, and disrupting and arresting those involved in their supply and trafficking.**
- **Ensuring information and best practice are shared between intelligence and law enforcement agencies, and**
- **Maximising the confiscation of assets associated with drug dealing activities.**

Aligned with these strategic aims, the Director of the SDEA has been specifically mandated to:

- **Ensure co-ordination between all Scottish agencies and Police Forces, in the investigation of drug trafficking and other serious organised crime.**
- **Establish a Scottish Intelligence Database, drawn where appropriate, from information held by Scottish Police Forces, UK and international law enforcement agencies and intelligence services.**
- **Monitor the collection, analysis and dissemination of criminal intelligence at a strategic and operational level by the Scottish Police Service and other law enforcement and intelligence agencies in order to minimise duplication of effort.**
- **Encourage and promote the sharing of intelligence and best practice between the Police Service and other law enforcement and intelligence agencies.**

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- **Chair the Scottish Strategic Tasking and Co-ordination Group on drug enforcement.**
 - **Ensure the SDEA maintains the capability and expertise to support Scottish Police Forces in the investigation of all forms of serious and organised crime.**
 - **Co-operate with other UK and international agencies in developing strategies and operational plans to combat the manufacture, distribution, trafficking, importation and distribution of drugs for illicit use in Scotland.**
 - **Contribute towards the promotion of a co-ordinated national anti-drugs culture in Scotland through close links with other statutory and voluntary organisations, Government Departments and educational and health institutions.**
 - **Develop appropriate mechanisms for assessing how effectively the SDEA is achieving its objectives.**
 - **Submit to the Scottish Drug Enforcement Forum (SDEF) by March each year, objectives and targets based upon the current threat assessment for Scotland (to provide the basis for decisions about enforcement priorities for the year ahead, consistent with the principles of efficiency and best value).**
 - **Submit to Scottish Ministers by 30 June each year, an annual report on the work of the SDEA in the preceding year and arrange for accounts to be prepared for inspection and audit.**

Taken together these are wide, tough and far reaching responsibilities, but nevertheless represent a significant opportunity to impact on the very serious problem of drug misuse in Scotland and its links with serious and organised crime.

Accountability

The Director of the SDEA is responsible to the Standing Committee of Chief Constables (SCCC) for all operational, personnel and administrative matters; and to Scottish Ministers for the financial resources granted by them to the Agency. The SCCC comprises all Chief Constables in Scotland.

In practice, the SDEA is in almost daily contact with all Scottish Police Forces relative to operational matters, while the Director, in addition to providing formal quarterly reports to the SCCC, regularly consults with other Scottish Chief Officers on a wide variety of issues. In addition, through his membership of the Association of Chief Police Officers in Scotland (ACPOS) Crime Standing Committee, the Director initiates, reports and enters into debate on the many strategic and tactical issues which impact upon the SDEA's role, responsibilities and future development.

The Director also reports to the SDEF which is chaired by the Deputy Minister for Justice. The Director seeks the Forum's agreement annually on the Agency's drug enforcement priorities. These are based on current intelligence and trends on drug related crime; and the strategic assessment, provided by NCIS detailing the serious and organised crime threats facing Scotland.

Membership of the SDEF consists of the law enforcement community and other agencies whose powers and activities have an indirect impact on action against drugs. The UK Anti-Drugs Co-ordinator is also a member. The SDEF meeting in 2000 was visited by the Prime Minister when he was briefed on the work of the SDEA.

In the wider context, the Director is the first point of contact for the general public and others when they wish to raise matters connected with the activities of the SDEA.

The SDEA will be inspected by HM Inspectorate of Constabulary every two years, with a primary inspection scheduled for 2001/02. During this year, the Agency has benefited from informal advice from HM Chief Inspector of Constabulary.

Financial Framework

The Head of the Scottish Executive Justice Department (SEJD) is the Accountable Officer in respect of monies provided to the SDEA under the Budget Bill. He must ensure there is financial propriety in SDEA's dealings, for which he is answerable to the Scottish Parliament.

In turn, the Director of the SDEA is responsible for the efficient and effective use of public funds allotted to the Agency. To assist in these responsibilities, a Finance Officer has been appointed to the SDEA. It is also intended that the Agency will adopt the Scottish Executive's Financial Management System.

Despite the former SCS, SCIO and SPTSU being incorporated within the SDEA, the expenditure associated with these organisations continues to be funded separately under Section 32 of the Police (Scotland) Act 1967 (with Scottish Ministers contributing 50% of costs through Police Grant and Police Authorities and Joint Police Boards contributing the remaining 50% from their own resources), while Scottish Ministers fund other expenditure incurred by the SDEA on a 100% basis.

The overall SDEA Net budget for 2000/01 was set at £12,111,869. 80.44% of our budget was allocated to employee costs. While final year-end adjustments have still to be completed, indicative out-turn figures for the year ending 31 March 2001 show a net underspend of £1.28m. This is due largely to a delay in the construction of the new SDEA Headquarters adjacent to the Osprey House complex. Approval has been sought from the SEJD to carry forward these funds into 2001/02 to enable this project, including some realignment within Osprey House, to take place in the coming year.

Whilst the present financial structure will be rationalised following the proposed review of Common Police Services in Scotland, the SEJD is in the process of finalising a Management and Financial Memorandum for the Agency. Amongst other things, it will set out financial management and control arrangements for the organisation, including the conditions under which funds will be provided to the SDEA in support of its functions. Such clarity will be helpful.



The First Year

It is important to acknowledge that, operationally, the SDEA has benefited greatly from the strong foundations laid by the former SCS, and in particular, the considerable expertise which existed within that organisation in relation to the investigation of drug trafficking and other serious and organised crime in Scotland.

It was also recognised that the future success of the SDEA would be dependent upon the full support and co-operation of Scottish Police Forces and other partner agencies. Immediately after his appointment, the Director embarked on a series of personal visits to Scottish Chief Constables, followed by formal presentations to all Police Authorities and Joint Police Boards on the role and responsibilities of the new Agency. In addition, formal visits and presentations were made to partner law enforcement agencies, and those organisations (both statutory and voluntary) involved in drug prevention, education and harm reduction work, including the Association of Drug Action Teams.

This early consultation was clearly appreciated, and since its inception, the Agency has benefited from the unstinted support of all sections involved in law enforcement and drug prevention work. It is evident that this vital support will continue.

Having set its outline agenda, it was important for the Agency to establish a sound organisational base to take its work forward and set firm objectives for its first year of operation.

Organisational Structure

To provide organisational resilience and accountability, a complementary three Group structure was created, namely:

- **Operations Group**

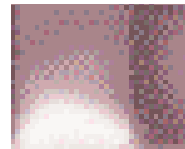
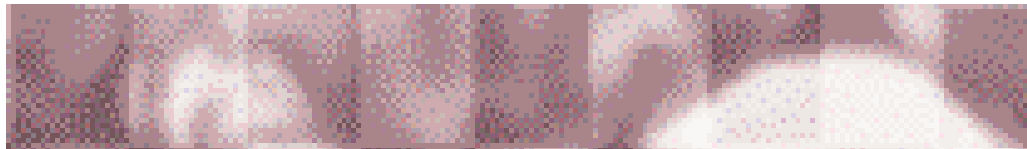
This Group, essentially an enhanced former SCS, is responsible for the investigation and gathering of evidence against those involved in drug trafficking, and other forms of serious and organised crime. Also included within the Operations Group is the TSU which provides technical support, not only for the Agency but the Scottish Police Service as a whole.

- **Intelligence Group**

As its title suggests, the Intelligence Group is responsible for gathering and assessing intelligence against those involved in drug trafficking and serious and organised criminality in Scotland. As intelligence is the key to effective enforcement, considerable investment has been made in the SDEA's intelligence infrastructure, with the number of resources dedicated to intelligence work having doubled during the course of the past year. The Intelligence Group also houses the SDEA's Financial Investigation Unit (FIU).

- **Drugs Co-ordination Group**

In accepting that enforcement alone will not solve the problem of drug misuse in Scotland,



the unique step of creating a Drugs Co-ordination Group with responsibility for co-ordinating the Scottish Police Service's response to drug prevention and education issues was taken. It also incorporates a Drug Strategy Unit (DSU).

trafficking and other serious and organised criminal activity in Scotland or whose activities impact upon Scottish communities.

- **To promote co-ordination of effort and provide specialist services to Scottish Police Forces and partner agencies which support the prevention and detection of serious crime.**
- **To enhance the law enforcement contribution to drugs co-ordination, education and prevention issues.**
- **To develop systems within the SDEA to maximise the confiscation of assets associated with drug dealing and other serious and organised criminal activity.**

Objectives 2000/01

In formulating SDEA objectives for 2000/01, cognisance was taken of the Agency's strategic aims, the specific responsibilities allocated to the Director, the 'Drug Availability' targets set out in Scotland's drug strategy, 'Tackling Drugs in Scotland: Action in Partnership'; and the Scottish Executive's Drugs Action Plan, 'Protecting Our Future'.

Accordingly, the following objectives were endorsed by the SCCC and the SDEF:

- **To actively target criminals and criminal organisations who engage in drug trafficking and other serious and organised crime in Scotland or whose activities impact upon Scottish communities.**
- **To provide high quality and impactful criminal intelligence leading to the arrest and disruption of criminals engaged in drug**

Underpinning these objectives was a series of key activities and performance indicators. These are reproduced as an Appendix along with relevant outcomes. They will be used as benchmarks to determine specific targets for 2001/02.

The following highlights some of the key strategic developments in 2000/01.

- **Co-ordination in the Investigation of Drug Trafficking and Other Serious and Organised Crime.**



The First Year

Enhanced co-ordination of Scottish law enforcement agencies and Scottish Police Forces in the investigation of drug trafficking and other serious and organised crime is fundamental to effective enforcement activity. This includes the sharing of intelligence and best practice; the avoidance of duplication of effort and the provision of appropriate expertise and support to Scottish Police Forces.

Importantly, the creation of the SDEA coincided with the publication by NCIS, in February 2000, of the National Intelligence Model (NIM). In simple terms, the NIM is designed to professionalise intelligence work in policing. It defines levels of criminality and assists decision makers to target resources where they can best be deployed.

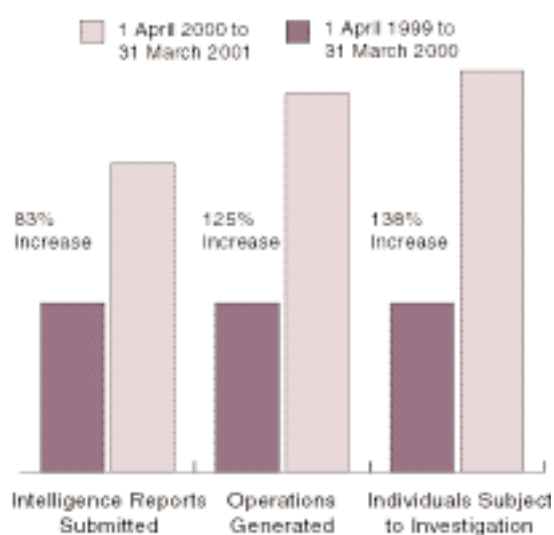
An integral component of the NIM is the Tasking and Co-ordination process, designed to ensure maximum impact using the resources available.

In recognising the NIM's potential as a vehicle for advancing the SDEA's strategic aims and core objectives, and following endorsement by ACPOS Crime Standing Committee, the SDEA has assumed responsibility for the creation and management of the Scottish Strategic and Tactical Tasking and Co-ordination Forums and for the management of a Scottish NIM Implementation Project Team.

The first Scottish Strategic and Tactical Tasking and Co-ordination Meetings were held in June 2000, and involved representatives from all 8 Scottish Police Forces, the SDEA, NCIS and HMCE. Since then, regular meetings have taken place and the process has become an integral part of policing drug trafficking and other serious and organised crime in Scotland.

For the first time, as a consequence of Tasking and Co-ordination at a Scottish level, and the sharing of information and intelligence which the process demands, a true picture of the extent of drug trafficking and other serious and organised crime in Scotland is beginning to emerge. Priorities are being identified; duplication of effort is being avoided and maximum use is being made of available law enforcement resources. Furthermore, the profile of the NCIS Scottish Office has been enhanced considerably, resulting in Scottish Police Forces and law enforcement agencies making more use of its expertise; an increased contribution from NCIS to the strategic and tactical analysis of Scottish organised crime, its links with criminal groups in England, Wales and abroad; and the identification of intelligence leads for exploitation in the operational environment. Indeed, such are the demands now being placed upon NCIS from Scottish Police Forces and the SDEA, that its Scottish Office has recently obtained approval to increase its personnel establishment by up to 7 police and support staff.

Scottish Police Force/NCIS Increased Activity



- **SDEA/Crimestoppers Campaign**

The formal launch of the Agency coincided with the promotion of an SDEA/Crimestoppers poster campaign designed to encourage members of the public to phone with information regarding suspected drug dealing. Posters were displayed prominently throughout Scotland and reproduced in national newspapers. The initiative proved to be an enormous success with drug calls to Crimestoppers, for the period June to October 2000, up 34%, resulting in 176 arrests by Forces and the seizure of £750,000 worth of illegal drugs.

- **Drugs Co-ordination**

The SDEA has devoted significant time and effort to help co-ordinate and support the Scottish Police response to drug prevention and education issues. Central to this has been the formation of an ACPOS Crime Standing Committee Drugs Sub-Committee, chaired by the Director. He is also a member of the Scottish Advisory Committee on Drug Misuse.

- **Co-operation with UK and International Agencies**

The SDEA has secured membership on the principal Scottish and UK Groups involved in developing strategies and operational plans to combat the manufacture, distribution, trafficking, importation and distribution of drugs for illicit use in the UK and in Scotland. In particular, there is SDEA representation on the Concerted Inter-Agency Drugs Action Group (CIDA). CIDA focuses the efforts of the key UK law enforcement and intelligence organisations on reducing the availability of heroin and cocaine in support of the Government's overall anti-drugs strategy.

In addition to NCIS and HMCE, the Agency has developed close working relationships with the National Crime Squad for England and Wales, the United States Drug Enforcement Administration (DEA), Europol and other law enforcement bodies in Europe.



The First Year

- **Scottish Intelligence Database**

In May 2000, following a presentation from the Director, SDEA, the ACPOS Crime Standing Committee formed a Focus Group charged with scoping the feasibility of a common IT intelligence database, networked throughout the 8 Scottish Police Forces and the SDEA. This was a significant step for the Scottish Police Service and a first in a UK dimension. It raised the possibility of speedy access to criminal intelligence on a Scottish-wide basis, the adoption of common intelligence practices and procedures and a method to aid the introduction of NIM principals to Scotland.

The Deputy Director of the SDEA chaired the Focus Group, which comprises representatives from the 8 Scottish Police Forces, NCIS, the Scottish Police Information Strategy (SPIS) and the Police Information Technology Organisation (PITO).

The advantages of having access to Scottish-wide criminal intelligence was quickly realised by the Focus Group. Apart from providing the opportunity to make an even greater impact on crime at a local, Force and national level, the development of a Scottish Intelligence Database (SID) would also allow the Scottish Police Service to fully comply with a raft of new legislation, including the Regulation of Investigatory Powers (Scotland) Act 2000, Regulation of Investigatory Powers Act 2000 and Part V of the Police Act 1997; as well as adherence to European Convention on Human Rights principals.

A user specification document and business case was prepared. A Project Board, chaired by the Director, SDEA, was formed and, in February 2001, the Scottish Executive announced the allocation of over £5m capital funding for the SID Project. Work to deliver the system is ongoing and it is hoped that the database will be piloted in Strathclyde Police and the SDEA in the Autumn of 2001 before being rolled out to other Forces.

- **Financial Investigation / Asset Confiscation**

During 2000, HM Inspectorate of Constabulary Report on the Confiscation of Criminal Assets in Scotland, 'Making Crime Pay', and the conclusion of the Performance and Innovation Unit Report, 'Recovering the Proceeds of Crime', were critical of the state of financial investigation and asset confiscation procedures in Scotland and the UK respectively. Indeed, both reports concluded that financial investigation was under used, undervalued, and under resourced by Police Forces and other law enforcement agencies.

In response to this, the ACPOS Crime Standing Committee formed a Multi-Agency Working Group, chaired by the Deputy Director of the SDEA to consider both reports and to make recommendations for the future of financial investigation in Scotland.

The working group has since reported back to the ACPOS Crime Standing Committee with a number of recommendations for change. These are being considered at present, including a recommendation that the SDEA should house a Scottish Multi-Agency Financial Investigation Unit/Money Laundering Unit.

In the meantime, and in preparation for the introduction of new Proceeds of Crime legislation (which will include specific Scottish provisions), the SDEA, under Phase III of its Strategic Personnel Plan, has begun work to substantially enhance its commitment to financial investigation and asset confiscation. In particular, the Agency has commenced the recruitment of an additional 7 members of staff to its FIU.

- **Liaison with Crown Office**

As part of the process of working towards a holistic approach to the investigation of serious and organised crime in Scotland, regular meetings between Crown Office and the SDEA have been introduced. These forums have proved to be extremely valuable, not only in terms of establishing and disseminating good investigatory practices, but also in providing Crown Office with an overview of the extent of serious and organised crime in Scotland. Drug misuse trends, and the steps being taken by the Scottish Police Service and law enforcement agencies to combat the threat posed to Scottish communities from such crime are also discussed.

To keep pace with the advances being made in the investigation of serious and organised crime in Scotland, effective communication is essential to ensure the proper reporting and management of cases flowing from the increase in major intelligence led crime investigation being undertaken by Scottish Police Forces and the SDEA. These investigations are often complex and regularly transcend national and international boundaries. Accordingly, a draft protocol between ACPOS and Crown Office has been prepared and circulated for comment. It is hoped that the protocol document will be introduced on a pilot basis throughout Scotland sometime later in 2001.

Personnel

Recruitment

The creation of the SDEA brought with it a commitment from the Scottish Executive to fund up to an additional 200 police officers.

It was important that the additional police resources were deployed where they were most needed. Consequently, a phased *SDEA Strategic Personnel Plan* endorsed by the SCCC was implemented, viz:

Phase I

Phase I involved the SDEA funding the recruitment of 100 additional police officers to the Scottish Police Service; the distribution of these officers being based on the Grant Aid Expenditure (GAE) formula.

Phase I Recruitment

Force	Additional Constables
Central Scotland Police	5
Dumfries and Galloway Constabulary	3
Fife Constabulary	6
Grampian Police	8
Lothian and Borders Police	18
Northern Constabulary	5
Strathclyde Police	47
Tayside Police	8
Scottish Total	100

Phase I has been completed, with 100 new recruits now in place throughout the 8 Scottish Police Forces. This has allowed the redeployment of 100 experienced police officers to drug enforcement, drug intelligence and/or drug education work at a Force level. Importantly, these officers remain under the control of their respective Chief Constables, thus providing Police Forces with the opportunity to make an even greater impact on drug misuse within Scottish communities.

Phase II

Phase II involved the recruitment of an additional 37 members of staff to the SDEA. The vast majority of these recruits (26 police officers and 11 support staff) have been seconded to the Agency's Intelligence Group, in that, following an internal review it was clear that the Intelligence Group required to be enhanced if the Agency was to be successful in making a significant impact on drug trafficking and other serious and organised crime in Scotland.

Phase II also involved the recruitment of the National Drugs Co-ordinator, and two members of staff to initiate the formation of the Drug Strategy Unit.

Phase III

Phase III makes provision for the secondment of an additional 15 members of staff to the Agency. Importantly, 7 of these new recruits will be seconded to the SDEA's Financial Investigation Unit, while the remaining personnel will be deployed throughout Agency disciplines, including intelligence, drug strategy and administrative support.

As a result of the implementation of the various phases of the SDEA's Strategic Personnel Plan, 152 additional police and support officers are in place within Scottish Police Forces and the SDEA, all of whom are specifically tasked with combating the threat from drugs and other serious and organised crime in Scotland.

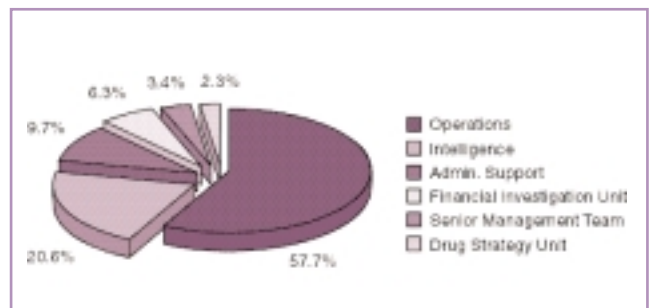
In addition to the funding of these additional 152 personnel, the SDEA will also benefit in 2001/02 from an increase to its Common Police Services Budget (the former SCS budget). This will allow 7 positions in the SDEA's Operational Group to be filled. These posts were the subject of 'gapping' by the SCS to control expenditure.

Plans to increase the Police Personnel establishment of the SDEA will take place over future financial years. Once the recruitment process is complete, an additional 200 police officers will have been added to Forces and the Agency.

the administration of such matters remaining the responsibility of the sponsoring Chief Constable (in the case of police officers) or Police Authority and Joint Police Board (for support personnel).

Importantly, support staff who are seconded to the SDEA remain employees of their Police Authority or Joint Police Board, whereas police officers are seconded to the Agency from their Home Forces for a 3 year period (currently subject of review).

Following the inception of the SDEA, the amalgamation of the SCS, SCIO and SPTSU to the corporate SDEA structure, and the actioning of the first 3 phases of the SDEA Strategic Personnel Plan, the authorised establishment of the SDEA currently stands at 175 members of staff (136 police officers and 39 support officers). This represents an increase of 52 personnel from the previous Scottish Crime Squad structure (36 police officers and 16 support officers).



Personnel

All personnel (police and support staff) seconded to the SDEA (with the exception of the Director who is seconded to Central Service within the meaning of Section 38 of the Police (Scotland) Act 1967) remain subject to the conditions of service, pay and allowances, grading, and disciplinary arrangements of their seconding Home Force, with

Vacancies for all posts within the SDEA are advertised throughout all 8 Scottish Police Forces and NCIS. Occasionally, especially in the case of specialised positions, advertisements are placed in national media outlets.

Personnel

In all these cases, due to under representation, efforts are made to encourage female applicants and those from ethnic minority backgrounds to apply for vacancies. At present, there are 12 female police officers, and one ethnic minority officer attached to the SDEA.

The effective management of personnel within the SDEA is of prime importance, in that, a substantial percentage of the SDEA budget is devoted to the recruitment and retention of human resources. The fact that the vast majority of personnel attached to the Agency are seconded from their Home Police Force, and for a limited period, adds further complications in terms of personnel management.

The Deputy Director, Detective Chief Superintendent Philip McDonald, has specific responsibility for all aspects of human resource management in the Agency. He is assisted in this task by Group Heads and the Office Manager.

An important aspect of personnel management in the SDEA is maintaining close links with the Home Police Forces of secondees. This is achieved through regular dialogue with relevant Force Personnel / Human Resource Departments; participation by SDEA officers in Force Training Programmes; the dissemination of Force Circulars and other relevant Force information throughout the Agency; the submission of Performance Review Reports to Home Forces; arranging career development interviews for staff; as appropriate, the submission to Home Forces of assessments as to promotability of staff seconded to the SDEA; the processing of applications for extension to secondments (by way of yearly applications it is possible to extend secondments to the SDEA up to a maximum of 5 years) and, importantly, early communication with Police Forces relative to the

future deployment and career development of officers nearing the completion of their secondment period to the SDEA.

The advent of the SDEA also brought with it the necessity to create generic policy documents on a wide variety of personnel related matters. The principal rationale being that, despite staff being subject to the conditions of service, pay and allowances, grading and disciplinary arrangements of their Home Force, it was deemed appropriate for the Agency to have clear guiding principles on personnel matters for the benefit of secondees. Accordingly, following endorsement from the relevant ACPOS Standing Committees and the SCCC, the following human resource related policy documents will soon be in place:

- Personnel
- Equal Opportunities
- Absence Management
- Maternity

In addition, work is underway to produce an Ethics and Integrity Policy as well as a generic Health and Safety Policy for the SDEA.

Finally, all new recruits to the SDEA are provided with an Induction Package which explains the origins and aims of the Agency, the responsibilities of the constituent elements of the organisation, operational and intelligence information and direction, financial arrangements for pay and allowances and vetting requirements.

Complaints

During the financial year 2000/01, one complaint was received from a member of the public relative to the conduct of an officer seconded to the SDEA. No evidence was found to substantiate the complaint, which alleged a breach of discipline.

Sickness

During the year, the sickness rate for police officers seconded to the SDEA has been extremely low, with the percentage working days lost standing at 1.92%. This is despite the fact that 3 police officers were on long term sick leave, with 1 officer continuing to remain unfit for duty.

The figure in respect of support staff is equally impressive with absence through sickness accounting for the loss of 2.55% of working days. Again, this is despite 1 member of staff being on extended sick leave for over six months.

Training

The SDEA is committed to ensuring that police and support officers seconded to the Agency receive appropriate training, whether role specific or for developmental purposes.

At the same time, police and support officers are encouraged to participate in courses of study leading to academic awards, and several officers are studying for Open University degrees, Higher National Diplomas/Certificates and other similar qualifications.

In relation to training, SDEA officers have participated in numerous training courses at the Scottish Police College over the past year (including Initial and Advanced Detective Training, Senior Investigating Officer Training, Covert Human Intelligence Source Training, Financial Investigation Training, Surveillance Training, Analyst Training, Management Training Courses for Supervisors and Senior Officers and a wide range of professional development courses). Simultaneously, and as a means of maintaining links with Home Forces, SDEA officers have been released to take part in Force Training Programmes.

Through the Agency's association with the United States DEA, a Detective Chief Inspector from the SDEA attended the US DEA Drug Unit Commander Academy Course at Quantico, Virginia, in February 2001. This was a unique opportunity, and proved to be of immense value to the individual in terms of personal development, and to the SDEA from an organisational perspective.

As well as attending training courses, SDEA personnel also play a vital role in assisting national courses at the Scottish Police College. This is an ongoing commitment and allows SDEA officers to pass on their knowledge and expertise.

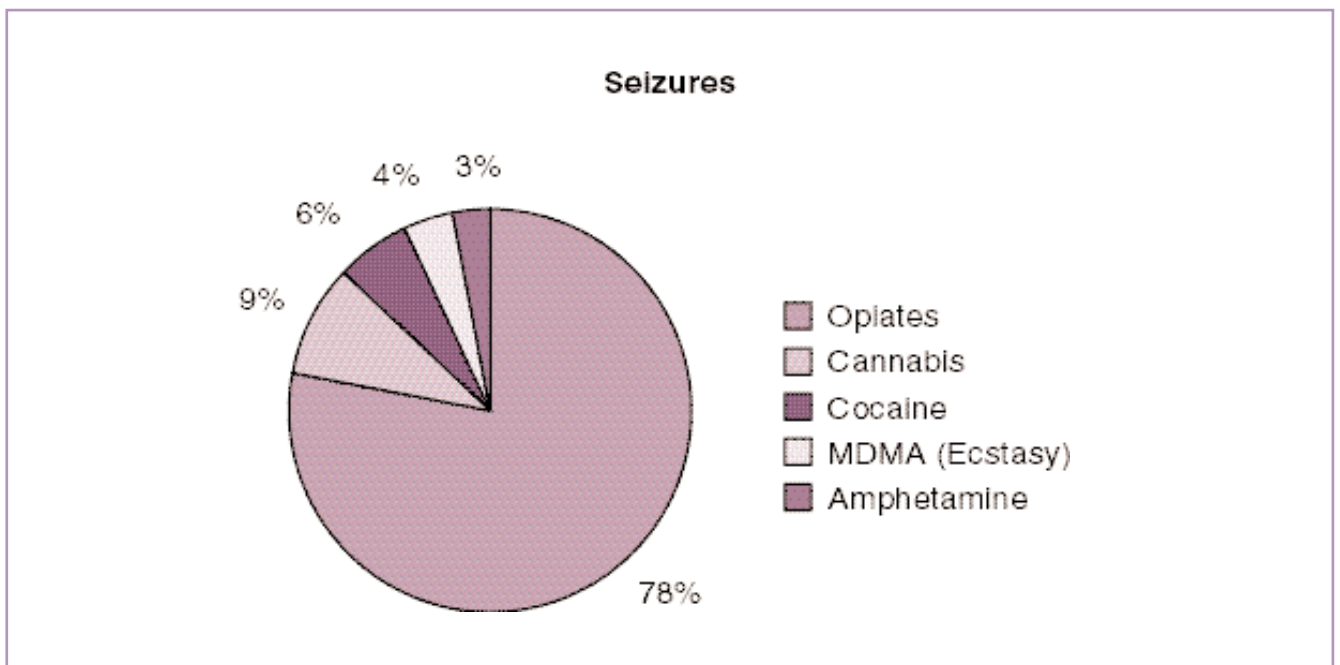
Provision was also made during the year for in-house training to be delivered to ensure SDEA personnel were kept fully informed on emerging issues, such as the introduction of Regulation of Investigatory Powers (Scotland) Act 2000, and other similar legislative developments. In addition, specific and dedicated SDEA training was provided in respect of specialist surveillance techniques.

Operations

The Head of Operations, Detective Superintendent Robert Lauder, is responsible for all Agency operational matters, and for the Technical Support Unit (TSU). He also performs the roles of SDEA Training Officer and Health and Safety Director. The Head of Operations is assisted by two Detective Chief Inspectors, one based at Osprey House in Paisley, and the other within Agency accommodation at Lothian and Borders Police Headquarters in Edinburgh. The Detective Chief Inspector at Osprey House is responsible for the management of three operational syndicates, each headed by a Detective Inspector. Two of these syndicates are West of Scotland based and the third operates from police premises in the Grampian Police area. The Detective Chief Inspector at Edinburgh is the functional head of two operational syndicates, both of which are East of Scotland focused, and the Scottish Technical Support Unit, which is based at Dunfermline Police Office within the Fife Constabulary area.

Essentially the **Operations Group** are the evidence gatherers of the Agency. During 2000/01, SDEA operations led to the seizure of controlled drugs with a potential street value of some £17.5m. In addition, a total of 130 individuals involved in serious and organised crime in Scotland were

arrested, both at home and abroad. 114 of these arrests related to Class A drug offences. Moreover, as a result of this activity, 50 criminal networks were either dismantled or disrupted. This includes a successful operation in Estonia where 20 kilos of Opium destined for Scotland were seized.



Given the SDEA's daily involvement in covert policing activity, an Operational Process and Support Unit (OPSU) has been established within the Operations Group to oversee the administrative procedures associated with the Regulation of Investigatory Powers (Scotland) Act 2000 and Part III of the Police Act 1997. The OPSU provides a high level of centralised quality control for the process of all directed and intrusive surveillance applications. It also provides a single point of reference for the SDEA, Scottish Police Forces and Law Enforcement Agencies on issues relating to surveillance authorisations. Functions in relation to operational policy are also undertaken, and the OPSU has become a 'centre of excellence' for administrative support of operational activities within all three SDEA operational branches.

The TSU is incorporated within the Operations Group and provides necessary technical support not just for the Agency but the Scottish Police Service as a whole. With ever increasing requests for assistance (1567 in 2000/01) and a rise in covert policing operations in Scotland, the demands placed upon the TSU have risen substantially. As a result, a comprehensive review of the role of the TSU has been undertaken and this matter is being progressed by ACPOS Crime Standing Committee. In addition, following the inception of the SDEA, £199,500 has

been allocated to the TSU for the provision of specialist technical equipment.

The Operations Group continues to assist Scottish Forces in the investigation of all serious and organised crime and maintains a close working relationship with the NCS in all cross border investigations.

The Head of the SDEA Operations Group chairs the Scottish Tactical Tasking and Co-ordination Group, and the Agency provides secretarial support for the Group's monthly meetings. The Scottish Tactical Tasking and Co-ordination Group has proved to be a very productive forum, not only in terms of progressing investigations into serious and organised crime in Scotland, but also for frank and open discussion and sharing of best practice. In addition, the Operations Group holds fortnightly internal Tactical Tasking meetings to review the state of ongoing Agency operations and increase the effectiveness of operational action.

A representative of the SDEA Operations Group also attends the National and Scottish Surveillance Users Group, which meet quarterly to discuss all matters arising from surveillance issues in Scotland and the rest of the UK.



Intelligence

It is recognised throughout the law enforcement community that an integrated intelligence capability is the key to successfully addressing drug trafficking and other forms of serious and organised crime. Only through effective intelligence gathering and intelligence management can resources be directed to make the greatest impact. It is for this reason that the *Intelligence Group* has been significantly enhanced. The nature of criminal networking in Scotland is such that high level crime operations carried out in one Scottish Police Force area will, almost inevitably, have an impact upon crime or criminals in another area. The SDEA Intelligence Group is uniquely placed to maintain a national perspective on the Scottish criminal intelligence scene, and to assist in co-ordinating the law enforcement response to drug trafficking and serious and organised crime.

The authorised establishment of the Intelligence Group currently stands at 47 members of staff, an increase of 26 personnel. It comprises both police officers and Agency support personnel carrying out an array of specialist roles, with the common aim of gathering accurate, and quality up to date intelligence on those involved in drug trafficking and other serious and organised crime.

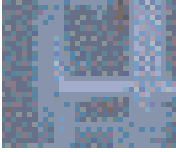
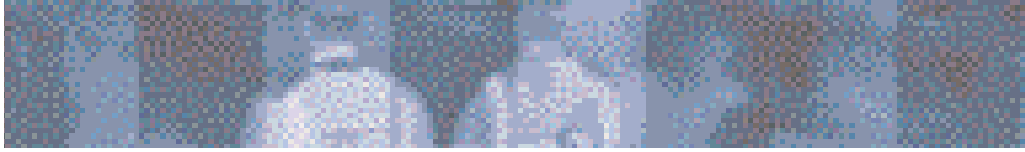
The Head of the Intelligence Group, Detective Superintendent Stephen Whitelock, is responsible for all intelligence matters within the Agency. He is supported by a Detective Chief Inspector and two Detective Inspectors. One of the primary roles of the Intelligence Group is proactively researching and gathering intelligence on drug trafficking and other serious and organised crime, and the subsequent preparation of target packages for exploitation by the Agency's Operations Group and Scottish Police Forces.

The Agency's Financial Investigation Unit (FIU) is incorporated within the Intelligence Group and works closely with partner Agencies, including all major clearing banks and financial institutions in Scotland. Financial investigation plays an important part in the investigation of drug trafficking and other serious and organised crime. During 2000/01, the FIU prepared and submitted 9 financial profiles to Crown Office, resulting in assets totalling £700,481 being restrained.

As a consequence of the endorsement of Phase III of the SDEA's Strategic Personnel Plan, the Agency's FIU is to be increased by an additional 7 members of staff, more than doubling the present establishment. This will mean that the SDEA will be well placed to implement the new financial legislative provisions enshrined in the Proceeds of Crime Bill, and with implementing the recommendations flowing from the ACPOS Crime Standing Committee Asset Confiscation Working Group Report on the Future of Financial Investigation in Scotland.

The Intelligence Group works closely with all Scottish Police Forces and other agencies, such as NCIS and HMCE, providing a multi-agency approach towards intelligence collection and dissemination. Furthermore, a programme of regular meetings between Force Directors of Intelligence in Scotland has been introduced. This meeting is chaired by the SDEA's Head of Intelligence, ensuring that best practice is shared, and that intelligence processes are the subject of continuous review and development.

It is vital that the SDEA has access to all available intelligence. As part of this process, the Agency has seconded an officer to work full time within the NCIS Heroin Intelligence Unit in London, providing the Agency with crucial links.



The picture of drug trafficking and serious and organised crime in Scotland is becoming clearer and intelligence gaps are being identified and filled. Scotland cannot stand in isolation, and it is for this reason that effective liaison continues to develop. For example, having regard to the established close links between drug dealers in Scotland and the Merseyside area, a system of enhanced liaison and exchange of intelligence between the Scottish Police Service and Merseyside Police has been created. This co-operation has brought practical benefits not only to Scotland, but also to Merseyside Police who are now receiving an improved intelligence picture from north of the border.

It is vital that all intelligence gathered by Police Forces and the SDEA is managed in a professional manner. This has been recognised by the Scottish Police Service, and the Head of Intelligence chairs a Sub-Committee formed to examine the protection of criminal intelligence assets. In addition, the Agency has introduced formal procedures for the storage and management of all classified material. A personnel vetting programme has also been introduced, ensuring all members of staff have the appropriate level of security clearance.

The Intelligence Group is dedicated to providing a high quality of service, and in particular, the provision of impactful intelligence for exploitation by the Agency's Operations and Drugs Co-ordination Groups and the Scottish Police Service as a whole.



Drugs Co-ordination

It is widely accepted that enforcement alone will never solve the problem of drug misuse in Scotland. While enforcement can impact upon the supply of controlled drugs, it is important that every effort is made to reduce the demand for drugs. It is for this reason that the *Drugs Co-ordination Group* was formed.

This Group is headed by the National Drugs Co-ordinator (NDC), Detective Superintendent Matthew Hamilton, and incorporates the Drug Strategy Unit (DSU), comprising a Detective Sergeant and a Strategic Analyst. A further Detective Inspector, who will act as Deputy to the NDC, a Detective Constable and a Researcher are soon to be appointed.

The DSU provides a vital role in supporting the work of the NDC. Amongst other things, the DSU has responsibility for:

- Assessing national drug trends (seizures, purity and street prices).
- Collating and disseminating source material on drug matters.
- Preparing strategic assessments on drug misuse issues, as a means of enhancing the strategic and tactical options available to the Scottish Police Service.

The analytical capacity of the DSU allows for detailed research into important and emerging issues. During 2000/01, for example, the DSU produced Strategic Assessments on the use of 'Paramethoxyamphetamine (PMA) (a drug which can be mistaken for Ecstasy but is more potent and is a potentially lethal synthetic hallucinogen)' and 'Gammahydroxybutyrate (GHB) (an unlicensed medicinal product, initially developed as an anesthetic agent, but marketed as a recreational drug, sex drug and body building stimulant)'. These were circulated to Scottish Police Forces and partner agencies as appropriate and have been well received.

It is the role of the NDC to co-ordinate the police response to drug prevention and education issues, and to effectively liaise with Force Drug Co-ordinators and relevant statutory and voluntary bodies. In this regard, close relations have been established with numerous Agencies. In particular, the NDC has desk space at the Scottish Executive Substance Misuse Division where he works one day a week.

The NDC also represents ACPOS on various formal Committees engaged in formulating drug policy and action. These include:

- Scottish Executive Drugs Forum
- Scottish Executive Drug Misuse Communications Group
- COSLA Drugs Forum
- ACPO Drugs Sub-Committee
- National Health Education Committee

The NDC also has a programme of quarterly meetings with Force Drug Co-ordinators. This ensures the dissemination of information and best practice.

In the future, it is anticipated that the Drugs Co-ordination Group will develop into the recognised first point of contact for Police Forces and other agencies, requiring information in relation to law enforcement drug matters in Scotland.

Drug Deaths

In 1999, there were 340 drug related deaths in Scotland. Every one of these is a personal tragedy which devastates families and communities alike.

An important SDEA development has been the creation of a National Drug Death Database to facilitate the collation and analysis of information surrounding drug deaths in Scotland. In addition, a strategy document for the investigation of drug deaths has been introduced, ensuring all such deaths are rigorously investigated to the same high standard throughout all Scottish Police Forces.

The DSU has the responsibility for maintaining the drug death database, with Scottish Police Forces submitting detailed information following each drug death for inclusion in the database. This significant development means that, for the first time, accurate and up to date information surrounding drug deaths in Scotland is available. Beyond this, the DSU actively analyses the available data, identifying emerging trends and ensuring that all necessary information is circulated to better inform multi-agency strategies designed to reduce these tragic deaths.

Another significant development has been the creation of the ACPOS Crime Standing Committee Drugs Sub-Committee, chaired by the Director of the SDEA. This forum is designed to address the police response to the four pillars of the Scottish Executive Drug Misuse Strategy namely, **Young**

People, Communities, Treatment and Availability. The Committee meets every three months. The formation of this new group can be seen as a positive response by the Scottish Police Service to the challenges laid out in Scotland's drug strategy – '**Tackling Drugs in Scotland – Action in Partnership**'.

An example of the co-ordinated approach to drug misuse in Scotland was the National Drugs Awareness Day, held on 6 December 2000, which saw the SDEA link with the 8 Scottish Police Forces and British Transport Police in support of the 'Safer Scotland' campaign. On the day, police officers were on hand to offer support, advice and assistance to young people, parents and drug users themselves. This built upon enforcement days, held in each Scottish Police Force area during November, which resulted in drug seizures with a potential street value of £1,129,300; 162 arrests and 239 people reported to the Procurator Fiscal for drug related offences.



The Future

The SDEA has made considerable advances during its first year. A new, effective and cohesive organisational structure has been created and additional resources have been made available to tackle drug trafficking and other serious and organised crime. Importantly, the organisation is increasingly targeting a higher level of criminality and operations have become more complex and resource intensive.

For the SDEA to play its part in delivering the targets set by the Scottish Executive, it is clearly essential for the Agency to maintain its momentum and build upon its early success. Personnel seconded to the SDEA have proved to be of the highest calibre and the continuing support of the Scottish Police Service is necessary if the Agency is to attract a sufficiency of quality recruits in the future. Obviously, the continuance of funding is a prerequisite for progress, and in this respect, the Agency is grateful to the Scottish Executive for confirmed future funding support. This will enable additional resources to be recruited.

Some of the other future issues which will affect the SDEA and the Scottish Police Service are:

- **National Drugs Campaign**

Following on from the success of the Scottish Police Service's 'Safer Scotland' campaign to tackle violent crime in the latter part of 2000, the Director has been appointed by ACPOS as the lead police officer in a national drugs campaign to be launched under the 'Safer Scotland' banner. He will co-ordinate the efforts of the 8 Scottish Police Forces, the British Transport Police and SDEA to combine in the spring/summer 2001 and focus on drug misuse. A multi-agency steering group has been formed and plans are at an advanced stage.

- **Common Police Services**

The anticipated review of Common Police Services in Scotland will potentially have a major impact on the future of the Scottish Police Service. From an SDEA perspective, the review is particularly welcome, in that, amongst other things, it will hopefully address the accountability difficulties associated with personnel seconded to the Agency who, whilst under the day to day management of the Director and SDEA senior officers, remain subject to the conditions of service and disciplinary arrangements of their Home Force, with Chief Constables retaining liability for any wrongful act or omission on the part of an officer of their Force while on secondment to the Agency.

- **Memoranda of Understanding and Service Level Agreements**

With the SDEA being a new organisation, and one with a Scottish-wide, and on occasion, UK interest, there is a requirement to develop Memoranda of Understanding/Service Level Agreements with those organisations to, and from, whom, the SDEA provide and receive services. This applies, particularly, to Scottish Police Forces, NCS, NCIS and HMCE insofar as operational and intelligence matters are

concerned, and with Strathclyde and Lothian and Borders Police who provide personnel, administrative and accommodation services to the Agency.

- **Customer Focus**

During the course of the coming year, the Agency will strive to ascertain from customers (Police Forces, other law enforcement agencies, Crown Office and statutory/voluntary Groups involved in drug work) what they expect from the SDEA. This will inform future SDEA decision making, resource deployment, practices and procedures.

- **Financial Investigation**

Although the Agency has taken steps to considerably enhance its commitment to financial investigation, the recommendation (from the ACPOS Working Group on Asset Confiscation) that the SDEA houses a Scottish Multi-Agency Financial Investigation Unit/ Money Laundering Unit to coincide with the introduction of new financial legislation, the introduction in England/Wales of a Criminal Assets Recovery Agency (CARA), and a Crown Office Civil Recovery Unit, is currently being considered by ACPOS Crime Standing Committee.

Clearly, if such a Multi-Agency Financial Group is to be formed within the SDEA, a considerable amount of work will require to be undertaken, and negotiations entered into with the NCIS, HMCE, Inland Revenue and Benefits Agency.

- **Hi-Tech Crime**

The growing problem of crime committed over the Internet, such as fraud, computer hacking, paedophilia, and the use of computers by organised criminals is recognised by Police Forces and Law Enforcement Agencies. Indeed, a new UK National Hi-Tech Crime Unit (NHTCU) is being set up to lead the fight against computer based crime.

The NHTCU will be Multi-Agency based and law enforcement experts from NCS, HMCE and Police Forces will be seconded to the new organisation.

Whilst the Scottish Police Service and Scottish Law Enforcement Agencies will benefit from the creation of the NHTCU, it is evident that cyber crime is a growing threat, affecting everyone from businesses facing hackers, to victims of Internet fraud, and to children exploited by paedophiles. In this regard, and notwithstanding the future establishment of the NHTCU, there will be a necessity for the Scottish Police Service



The Future

to continually examine its response to this growing threat, and to have in place measures to counter these types of crime.

The SDEA will clearly have a role to play in tackling hi-tech crime, and under the auspices of ACPOS Crime Standing Committee, this will be taken forward in the coming 12 months.

- **Accommodation**

The development of the SDEA, especially in the recruitment of personnel, has put enormous strain on the available accommodation at Osprey House, to such an extent that additional facilities are urgently required. Following consultation with the Scottish Executive, a new SDEA Headquarters is to be constructed adjacent to the existing Osprey House complex. This will accommodate the senior management team, the Drugs Co-ordination Group, the Financial Investigation Unit and administration personnel. This will free up valuable space within Osprey House, which in turn, will be realigned to accommodate the enlarged Operations and Intelligence Groups, as well as a proposed expansion of the NCIS Scottish Office. An appropriate growth factor has been built into the new Headquarters building to cope with any future development of the Agency. It is anticipated that the new building will be completed in March 2002.

- **Scottish Executive Drug Targets**

In December 2000, the Scottish Executive published its Drug Misuse targets, designed to make an impact at all levels within communities throughout Scotland. These include:

- Increase the number of drug seizures by 25% by 2004.
- Increase the number of offences recorded by Scottish Police Forces for supply or possession with intent to supply drugs by 25% by 2004.
- Reverse the upward trend in drug related deaths and reduce the total number by at least 25% by 2005.

Work towards attaining these targets will begin on 1 April 2001.

These and other factors, together with the results of a self inspection exercise based upon the European Foundation for Quality Management will inform the creation of the SDEA's objectives, key activities, performance indicators and targets for 2001/02.





Appendix - SDEA Objectives, Key Activities, Performance Indicators and Outcomes – 2000/01

Objective 1

To actively target criminals and criminal organisations who engage in drug trafficking and other serious and organised crime in Scotland or whose activities impact upon Scottish communities

Key Activities

- In support of 'Tackling Drugs to Build a Better Britain' - the Government's ten year strategy for tackling drugs misuse, and 'Tackling Drugs in Scotland - Action in Partnership', directing resources into operations targeting criminals engaged in drug trafficking activities, thereby helping to stifle the availability of drugs on our streets.
- Targeting of effort against serious and organised crime based on best value principles.
- Structured implementation of the National Intelligence Model.
- Creation of Strategic and Tactical Tasking and Co-ordination meetings.
- Establishment of a Scottish Intelligence Database focus group.
- Supporting the National Criminal Intelligence Service (NCIS) Scottish Office achieve an impactful Scottish Quality Strategic Picture (QSP).
- Implementing disruption strategies and in doing so develop a standardised disruption matrix.

Performance Indicators

- Total number of arrests involving major criminals.
- Total number of arrests for Class A drugs offences.
- Total number of criminals and/or criminal networks dismantled or disrupted.
- Total weight and monetary value of Class A drug seizures.
- Total weight and monetary value of Class B drug seizures.
- Total number of criminals flagged by application to the NCIS.

Outcomes

- Arrests involving major criminals - 130 (2 outside the UK).
- Arrests for Class 'A' drugs - 114 (2 outside the UK).
- Criminals and/or criminal networks dismantled or disrupted – 50.
- Class 'A' drugs seized - 55.156 kilos (20 kilos seized outside UK) and 66,614 Ecstasy tablets.
- Class 'A' drugs seized with a potential street value of - £15,461,625.
- Class 'B' drugs seized - 357.605 kilos.
- Class 'B' drugs seized with a potential street value of - £2,198,830.
- Criminals flagged by application with the NCIS – 786 (10 resident outside UK).
- Prescription medicines with a potential street value of £40,000 seized.
- 7 firearms and 750 rounds of ammunition. £7100 in cash, and stolen property valued at £9000 seized.



Appendix - SDEA Objectives, Key Activities, Performance Indicators and Outcomes – 2000/01

Objective 2

To provide high quality and impactful criminal intelligence leading to the arrest or disruption of criminals engaged in drug trafficking or other serious and organised criminal activity in Scotland or whose activities impact upon Scottish communities.

Key Activities

- Targeting of effort against drug trafficking and other serious and organised crime based on best value principles.
- Intelligence development on major criminals, their networks and criminal activities.
- Increasing the two way flow of intelligence between the SDEA, Scottish Police Service and partner agencies.
- Developing effective communication with Force Intelligence Bureaux and National agencies.
- Development of a quality grading matrix in respect of intelligence reports.
- Structured implementation of the National Intelligence Model.
- Increasing the impact of informant intelligence on major criminals.
- Establishment of a Scottish Intelligence Database focus group.
- Creation of Strategic and Tactical Tasking and Co-ordination meetings.
- Enhancing the Strategic and Tactical analytical capability of the SDEA.

Performance Indicators

- Total number of intelligence development cases prepared and disseminated to SDEA operational teams, the Scottish Police Service and principal partner agencies.
- Total number of intelligence reports generated by SDEA which relate to serious criminal activity.
- Total number of intelligence reports generated by SDEA which relate to Class A drugs offences.
- Total number of intelligence reports disseminated by SDEA.
- Total number of intelligence reports disseminated which relate to Class A drugs offences.
- Work with NCIS and implement the National Intelligence Model throughout the Scottish Police Service by 31 March 2001.
- Promote and develop the creation of a Scottish Intelligence Database.
- Deliver 4 SDEA Strategic Tasking and Co-ordination and 12 SDEA Tactical Tasking and Co-ordination meetings by 31 March 2001.

Outcomes

Note: relevant arrest and disruption performance indicators shown under Objective 1.

- Intelligence cases prepared and disseminated – 93.
- Intelligence reports relating to serious and organised crime generated – 4301.
- Intelligence reports relating to Class ‘A’ drugs generated –1840.
- Intelligence reports relating to serious and organised crime disseminated – 1258.
- Intelligence reports relating to Class ‘A’ drugs disseminated – 479.
- National Intelligence Model implemented on a pilot basis in two Scottish Police Forces.
- Funding for the Scottish Intelligence Database secured. The SID will be piloted in Strathclyde Police and the SDEA around Autumn 2001 and thereafter rolled out to the Scottish Police Forces.
- 4 Strategic Tasking and Co-ordination meetings delivered.
- 12 Tactical Tasking and Co-ordination meetings delivered.



Appendix - SDEA Objectives, Key Activities, Performance Indicators and Outcomes – 2000/01

Objective 3

To promote co-ordination of effort and provide specialist services to Scottish Police Forces and partner agencies which support the prevention and detection of serious crime.

Key Activities

- Driving the partnership philosophy and ensure it underpins all SDEA activity.
- Enhancing impactful joint working with the Scottish Police Service and principal partner agencies.
- Promoting the Mission Statement, Strategic Aims and Objectives of the SDEA throughout the United Kingdom law enforcement and intelligence service community.
- Provision of specialist services of the SDEA.
- Provision of advice, guidance and support in respect of intrusive investigative techniques/ covert activity.
- Development of Memoranda of Understanding/ Joint Protocols with appropriate Agencies.
- Establishing a Drugs Sub-Committee of the ACPOS Crime Standing Committee.

Performance Indicators

- Total number of requests for assistance from the Scottish Police Service and partner agencies for the specialist elements of the SDEA: namely intelligence, operations, technical support and national co-ordination.
- Total number of joint operations.
- The number of exchanges or attachments of personnel.
- The number of formal presentations made.
- Establishment of an ACPOS Crime Committee, Drugs Sub-Committee by 31 October 2000.

Outcomes

- Total requests for specialist elements of the SDEA – 818.
- Joint operations conducted with Police Forces - 18.
- 1 SDEA officer seconded to the NCIS HIU
1 Strathclyde officer on temporary attachment to the SDEA
1 British Transport Police officer on attachment to the SDEA
- Formal presentations made - 19.
- ACPOS Crime Committee, Drugs Sub-Committee established.



Appendix - SDEA Objectives, Key Activities, Performance Indicators and Outcomes – 2000/01

Objective 4

To enhance the law enforcement contribution to drugs co-ordination, education and prevention issues.

Key Activities

- Co-ordinating the Scottish Police Service contribution to Scotland's national drug strategy in consultation with the relevant statutory and voluntary bodies such as health, education, Scottish Advisory Committee on Drug Misuse, Scotland Against Drugs and Drug Action Teams.
- Ensuring the accurate recording and profiling of all drug related deaths throughout Scotland.
- Promoting a robust and consistent approach to the investigation of drug related deaths throughout the Scottish Police Service.
- Assisting in the promotion of a co-ordinated anti-drugs culture in Scotland.
- Co-ordination of research material and develop effective communication with research bodies.
- Promoting and developing effective communication with Force Drug Co-ordinators.
- Recommending proactive tactics or prevention techniques designed to inform strategy.
- Forecasting future threats founded upon strategic assessments.
- Promoting and developing effective communication between the Scottish Police Service and the Scottish Executive Drug Misuse Prevention and Effectiveness Unit.

Performance Indicators

- Establish a Drug Strategy Unit by 31 October 2000.
- Develop a drug death database by 31 March 2001.
- Develop a National Model for investigating drug related deaths.
- Complete and disseminate 3 relevant strategic assessments by 31 March 2001.
- Develop a formal mechanism for structured meetings with Force Drug Co-ordinators by 31 October 2000.

Outcomes

- Drug Strategy Unit established.
- Drug death database created.
- National Model for investigating drug related deaths created and disseminated.
- 3 relevant strategic assessments on drugs misuse issues completed.
- Formal mechanism for structured meetings with Force Drug Co-ordinators agreed and 6 meetings have taken place.



Appendix - SDEA Objectives, Key Activities, Performance Indicators and Outcomes – 2000/01

Objective 5

To develop systems within the SDEA to maximise the confiscation of assets associated with drug dealing and other serious and organised criminal activity.

Key Activities

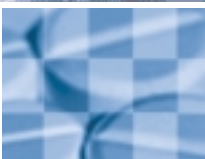
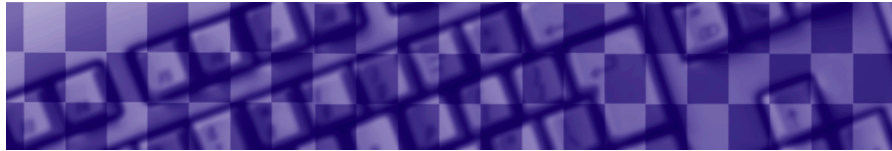
- Development of a multi-agency Financial Investigation Unit.
- Developing National Minimum Standards surrounding financial disclosures / financial investigation.
- Enhancing proactive financial profiling of SDEA targets.
- Developing the SDEA financial analytical capability.
- Promotion and development of effective communication with Crown Office, Fraud and Specialist Services Unit.
- Promotion and development of effective communication with the newly created National Confiscation Agency.
- Promotion and development of effective communication with relevant and interested National Agencies / other professional bodies (NCIS, National Crime Squad, Serious Fraud Office, Fraud and Financial Investigation Network, Financial Services Authority, Law Society for Scotland etc).

Performance Indicators

- Define the structure of a Financial Investigation Unit by 31 March 2001.
- Develop National Minimum Standards by 31 March 2001.
- Total number of proactive financial profiles completed by 31 March 2001.

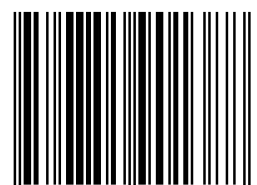
Outcomes

- Financial Investigation Unit structure defined.
- National Minimum Standards developed.
- Proactive financial profiles completed – 27.



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